

**MODERATING EFFECT OF JOB CHARACTERISTICS ON THE
RELATIONSHIP BETWEEN EMPLOYEE EMPOWERMENT AND
COMMITMENT IN STAR-RATED HOTELS IN
KISUMU CITY, KENYA**

BY

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DECLARATION

Declaration by Candidate

This thesis is my original work and has not been submitted for the conferment of a degree in any other university. No part of this thesis may be produced without prior permission from the author or Moi University.

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DEDICATION

I dedicate this thesis to my family for wishing me well and being patient during the development of this thesis. May the Almighty God bless and uplift you. To my loving husband Evans, it is sad that you were plucked from our midst in the course of this journey. May your soul rest in eternal peace.

ACKNOWLEDGEMENTS

I thank the Almighty God for his care and grace and for enabling me to complete this thesis; it has been a long journey. People need people. This is an important lesson that I have learned in the development of this thesis. To become empowered and do things that are personally relevant, human beings need access to other human beings, people who inspire them, open doors, and hold their hands until they are able to stand up and walk by themselves. This is very true for a PhD student. Indeed, this work would never have been possible without the minds of so many amazing individuals who have encouraged me in every step ever since I began this journey.

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ABSTRACT

Empowered employees deserve autonomy and control in their jobs to increase their commitment; in the absence of these factors, their commitment is low. The purpose of the study was to determine the moderating effect of job characteristics on the relationship between employee empowerment and commitment in selected star rated hotels in Kisumu City, Kenya. Specifically, the study determined the relationship between structural, psychological, and behavioural empowerment and employee commitment and the moderating effect of job characteristics on this relationship. The study was anchored on job characteristics theory, Kanter's theory, social cognitive theory and the three-component model of Commitment. The study adopted sequential explanatory research design. The target population was 1372 general employees and 130 management employees from 34 star rated hotels. The sample size comprised of 310 general and 13 management employees from 13 star rated hotels. Stratified and simple random sampling techniques were used to select general employees, while purposive sampling was used to select the management employees and the hotels. Questionnaires and interview schedules were used to collect data from the general and management employees respectively. Quantitative data was analyzed using multiple regression and PROCESS macro, while for qualitative data, content analysis was used. The regression model had a coefficient of determination R^2 of .558, indicating that 55.8% variation in employee commitment was explained by the empowerment dimensions. The findings indicated that there was a positive significant effect of structural ($\beta_1=0.406$, $p=0.000$) and behavioral ($\beta_3=0.314$, $p=0.001$) empowerment on employee commitment. Psychological empowerment ($\beta_2=0.168$, $p=0.099$) had no significant effect on employee commitment. There was a positive significant relationship between structural ($r>.705$, $p=0.000$), psychological ($r>.691$, $p=0.000$) and behavioral ($r>.700$, $p=0.000$) empowerment and employee commitment. The interaction between structural empowerment and job characteristics was significant ($\Delta R^2=.010$, $p=.0207$) while between psychological ($\Delta R^2=.004$, $p=.135$) and behavioral ($\Delta R^2=.004$, $p=.122$) empowerment and job characteristics on employee commitment were not significant. Managers revealed that despite employees being empowered to make decisions, they lacked self confidence which affected their commitment. The study concluded that structural and behavioral empowerment influenced employees' commitment whereas psychological empowerment did not. On the other hand, job characteristics moderated the relationship between structural empowerment and employee commitment but did not between behavioral and psychological empowerment. The study recommends that the hotel management should support the employees by providing adequate resources. Further the managers should involve the employees in decision making to enable them perform the jobs tasks effectively by putting more effort. The management of hotels should ensure the employees utilize their self determination and competency while performing tasks. For efficient utilization of resources, support and opportunities offered to employees, adequate feedback should be given in order to enhance commitment of employees. The knowledge derived from the study is that job characteristics moderated only the relationship between structural empowerment and employee commitment but not behavioral and psychological empowerment.

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OPERATIONAL DEFINITION OF TERMS

Affective Commitment: refers to the employee's emotional identification with, attachment to and involvement in the company (John & Elyse, 2010).

Behavioral empowerment: refers to when employees conscientiously perform their job tasks; display continuous improvement efforts in their job; collaborate effectively with colleagues; display continuous improvement efforts within the work group, and become involved in the organization to improve efficiency (Boudrias & Savoie 2006). In this study it refers to relatively self-determined behaviors aimed at securing work effectiveness or at improving work efficiency within the organization.

Continuance Commitment: refers to an individual's need to continue working in the company after they become aware of the costs (vesting of pensions, benefits, tenure, pay, family commitment among others) that are associated with stopping to work in the company (Loi, 2006).

Commitment: is the degree to which an employee develops a feeling of belongingness to his or her organization (Wadhwa & Verghese, 2015).

Employee commitment: Making the welfare of the organization as one's responsibility. It is a willingness to go an extra mile for the benefit of the organization or client without being exploited

(Meyer & Allen, 1991). It is the perceived values of employment other than financial ones (Hult & Svallfors, 2002, Nordenmark, 1990a, Warr, 1982). In this study employee commitment was affective, normative and continuance commitment.

Empowerment: Empowerment is the delegation of decision-making prerogatives to employees, along with the discretion to act on one's own (Samad, 2007). It is a process through which others gain power, authority and influence over others, institutions or society.

Job characteristics: refers to aspects of the individual employee's job and tasks that shape how the individual perceives his or her particular role in the organization (Oyewobi, Suleiman & Jamil, 2012).

Normative Commitment: is an employee's obligation to being part of the organization and being loyal to their work (Coyle-Shapiro, 2006).

Psychological empowerment: Refers to the personal beliefs that employees have about their role in relation to the organization. Rather than focusing on managerial practices that share power with employees at all levels, the psychological perspective is focused on how employees experience their work (Spreitzer, 2007).

Star-rated hotels: refers to classification of all regulated hotel amenities and quality services offered in hotels (TRA, 2019)

Structural empowerment- The act of giving people the opportunity to make workplace decisions by expanding their autonomy in decision making through components of empowerment such as access to information, support, resources and opportunities (Kanter, 1993).

ABBREVIATIONS AND ACRONYMS

AC	Affective commitment
BE	Behavioural empowerment
BEQ	Behavioural empowerment Questionnaire
EFA	Explanatory Factor Analysis
FQ	Frequency
HOD	Head of Department
JC	Job Characteristics
JCM	Job characteristics model
JCT	Job characteristics theory
KMO	Kaiser-Meyer-Olkin
LEB	Leadership Empowerment Behaviour
NC	Normative commitment
OCB	Organization citizenship behavior
PCA	Principal Component factor analysis
PE	Psychological empowerment
PPW	Positive Psychology in the Workplace
POB	Positive Organizational Behavior
POS	Positive Organizational Scholarship
SCT	Social cognitive theory
SE	Structural Empowerment
SLT	Social learning theory
SOP	Standard operating procedures
SPSS	Statistical Package for Social Scientists
TRA	Tourism Regulatory Authority

CHAPTER ONE

INTRODUCTION

1.0 Overview

This section presents a synopsis to the chapter which includes the background of the study, statement of the problem, general and specific objectives, research hypotheses, significance, scope, limitation and assumptions of the study.

1.1 Background of the Study

Employee commitment is considered one of the premier issues in human resource management, reflecting the connection between employees and their organizations. It focuses on employees' modes of behavior within their organization, and interprets their absence, inefficiency, irresponsibility, job dissatisfaction, low performance, likelihood of departure, and many other organizational behaviors (Yeshanew & Kaur, 2018). Avan *et al.*, (2016) and Yeshanew & Kaur, (2018) distinguished three types of employee commitment; affective, continuous and normative.

According to Yeshanew and Kaur (2018), affective commitment refers to people having the enthusiasm to exert considerable efforts, and an inclination to sustain their membership in the organization. Continuous commitment has been described as a negative type of organizational commitment, as employees need to keep working for the organization, because they benefit from it, in terms of salary. Hence, they continue working there, owing to the costs that would be associated with their departure (Joarder *et al.*, 2011). Lastly, regarding normative commitment, employees are obligated to stay in the organization.

There are many reasons that may force individuals to keep working for a specific organization, regardless of their satisfaction or positive attitudes towards it, and simply

for the organizational advantages they obtain, for example rewards, promotions, suitable work conditions, acceptable punishment policies, and social pressure. Thus, employees who have a high level of normative commitment are keen to satisfy their employers (Yeshanew & Kaur, 2018). Thus, affective commitment involves a stronger degree of commitment than the other two types of organizational commitment.

Finally, the degree of each form of organizational commitment varies from one organization to another according to the nature of the organization and its size, as well as the working conditions there. Employees with higher degree of commitment toward the organization are perceived to be more productive, harmonious, have better loyalty towards their work, and possess higher responsibility and job satisfaction (Karim & Rehman, 2012). Moreover, employees with strong organizational commitment are likely to develop emotional attachment to their organizations and feel happy with greater aspirations to make meaningful contributions.

Sahoo, Behera, and Tripathy (2010) stated that an employee who is committed to his or her job and career has less intention to take leave or quit, tend to feel satisfied about the job, and has higher intrinsic motivation. In the current and dynamic business environments, various organizations make significant sacrifice to ensure organizational commitment and job satisfaction among their employees for the purpose of maintaining them and improving their productivity. Employee commitment has been widely accepted to be advantageous for both the organization and its employees as it can reinforce the feelings of belongingness, security of the job, career development, improved compensation, and higher intrinsic rewards (Azeem & Akhtar, 2014).

Overall, employee commitment has been found to be extremely beneficial to organizations as it leads to positive behavioral and attitudinal work outcomes. In

regards to behavioral work outcomes, employee commitment has been found to be related to increased performance, initiative taking, work efforts, decreased turnover and absenteeism (Srivastava & Dhar, 2016). Committed employees are more productive and effective at work and are less likely to be absent or leave their jobs. In the realm of attitudinal work outcomes, organizational commitment is related to higher job satisfaction, self-directedness, and motivation (Buch, 2015; Srivastava & Dhar, 2016) as well as lower turnover intentions (Meyer & Allen, 1991).

Selvi and Maheswari (2020) recognized one of the essential elements to ensure organizational efficiency is developing organizational commitment (OC) among employees. Therefore, committed workers help in positive organizational performance (Mahmoud *et al.*, 2020). Loan (2020) stated that organizational commitment is feeling of workers or strength of an organization to bond workers for staying in the organization. Commitment normally has three aspects which are: affective commitment, continuance commitment and normative commitment (Brooks *et al.*, 2020). It is believed that affectively committed employees continue to do work with devotion autonomously; continuance commitment ensures that employees remain associated with the organization (Sohail & Ilyas, 2018) and normative commitment is an obligation to remain with an organization.

Employee empowerment has widely been recognized as an essential contributor to organizational success and has a direct effect on employee performance, job satisfaction and organizational commitment (Meyerson & Dewettinck, 2012). Empowerment is a tool for keeping staff to work for what they think is the best and having the freedom of action without fear of being approved by their managers (Muguella, Mohd & Mohd, 2013). Empowerment is the process of enabling or authorizing an individual to think, behave, act and control work and decision making in autonomous ways.

Employee empowerment is of critical importance in a competitive work environment nowadays, since it can give the organization a sustained competitive advantage (Dewettinck & Ameijde, 2011). Therefore, it is crucial for organizations to determine the existence of empowerment in the employee and to which degree the empowerment has been successfully set in the mind of the employee. Boudrias, Gaudreau, Savoie & Morin (2009) argue that employee empowerment is one of the human resource practices that have the potential of reducing costs and increasing productivity since it ensures that employees are proactive.

Relinquishing top-bottom management approach encourages employee commitment, improves individual and organizational performance and also brings flexibility in the organization (Maryam & Imran, 2012). Empowerment involves employees taking the initiative to respond autonomously to job related challenges with the encouragement and support of management (Raub & Robert 2010; Hakan & Jamel, 2012). Business organizations accept the challenge of providing better quality services to their internal customers who are the employees and promoting practices of employee involvement on empowerment.

Employee empowerment is of great importance, especially in the service sector, where customer satisfaction is closely related to the quality and presentation of the service (Pelit, Ozturk, & Arslanturk, 2011). Excellent customer service requires employees to be empowered to make many service decisions independently (Pelit *et al.*, 2011) since employees represent the key link between the external customer and the organization, and they are the first person the customer interacts with in general and in some cases they may be the only person (Nasurdin & Khuan, 2011). The involvement of employees in decision making can increase their feelings of empowerment by showing that they have an impact on the processes within the organization (Dewettinck & Ameijde,

2011). When the nature of empowerment is examined, it is observed that empowerment does yield beneficial outcomes (Pelit, *et al.*, 2011).

Employee empowerment can be conceived in three ways; as a set of managerial practices aiming at increasing employees' autonomy and responsibilities (psychological empowerment); as an individual active work orientation (behavioral empowerment) and focus on the power to create and sustain a work environment (Structural empowerment). (Boudrias, Gaudreau, Savoie & Morin, 2009). The behavioral dimension of empowerment deals with the role of top management in employee empowering (Pelit *et al.*, 2011), while psychological empowerment is the perception by employees that they have the opportunity to help determine work roles, accomplish meaningful work, and influence important decisions (Yukl & Becker, 2006). Empowerment is in itself a multifaceted concept that can either be structural, psychological or behavioural.

Structural, psychological and behavioural empowerments are prerequisites for the motivation of employees and they enhance their ability to perform their duties and roles in their workplaces. Structural and psychological empowerment therefore create a process of orienting and enabling individuals to think, behave and act in an autonomous way (Hong & Yang 2009). These types of empowerment help workers to own their work and take responsibility for the results. Although the relationships between managerial practices and a psychological and behavioural state of empowerment have been investigated, none has examined the effect of the structural, psychological and behavioural empowerment together on employee commitment.

Globally, the construct of employee empowerment started in the private sector. Mehrabi *et al.*, (2013) carried out a study on the relationship between employee empowerment

and commitment of University staff and found that there was a significant relationship between employee empowerment and commitment. In Asia, Vorya *et al.*, (2013) found a significant positive relationship between empowerment and employees' commitment to their organization. In Turkey Pelit *et al.*, (2011) in a research conducted on 5-star hotel employees, considered empowerment in two dimensions as behavioral and psychological, and found out that psychological and behavioral empowerment have a significant effect on job satisfaction.

In Pakistan, Ahmed (2011) researched on the impact of employee empowerment on job satisfaction in service industry and found out that employee empowerment led to higher levels of employee's job satisfaction. However, there seems to be limited research on employee empowerment and commitment in hotels in Sub-Saharan Africa, and Kenya, in particular.

Regionally, in Ghana a study by Narteh (2012) focused on internal marketing and employee commitment of banks and found that with the exception of communication, the other factors were positively associated with employee commitment. In Nigeria, Adekunle, Samuel, Olugbenga and Kehinde (2014) studied personal characteristics and training opportunities as determinants of employee commitment among Nigeria national parks' employees. They found out that although employees had greater opportunities for training, their organizational commitment level was low.

In Kenya, a study by Nzuve and Bakari (2012) on the relationship between empowerment and performance in the city council of Nairobi, found that there was a very strong positive correlation between employee empowerment and performance. In a study by Oloko (2012) on the influence of power distance and employee empowerment, he concluded that employee empowerment led to favorable

performance. Although the idea of empowerment comes from business and industrial efforts to improve productivity, empowering employees can benefit both private and public organizations. Since empowered workers feel competent and confident to influence their job and work environment in a meaningful way, they are likely to be proactive and innovative (Boudrias et al, 2009). Workplace empowerment has been hailed as the new management intervention. Organizations have to be ready to create an environment which generates empowerment and enhances development of their employees.

For instance, Meyer and Natalya (2010) stated that employees' commitment for their job depended on perceived organization offerings which also affected employees' attitude toward work and their satisfaction level. Service industries are required to deliver better services to the general public as well as be in line with the competition from the private sector, and this is only possible with a committed workforce.

Empowerment is a basic and essential feature for successful accomplishment, efficiency, and development in the hotel industry (Simsek, 2020; Saban *et al.*, 2020). It is primarily related with development of trust, motivation, involvement in making decisions and eliminating any borders between top management and an employee (Andika & Darmanto, 2020). Empowering employees basically refers to the awareness among management that individuals working with them deserve more autonomy, control and power in their jobs and it also increases employee's commitment and satisfaction towards their organization (Zaraket *et al.*, 2018).

Work attitudes in committed employees are better because employees are motivated to do their job; they come to work happy and are willing to put in more effort. Ultimately, employees who perceive a positive congruence between job requirements, beliefs,

values and behaviours, eventually realize the significance of their job to the organization and to themselves and pay attention to their work. Therefore, organizations should change their job characteristics from a traditional structure to participative management and empowerment (Turkyilmaz, Akman, Ozkan, & Pastuszak, 2011). In the hospitality industry, employees become part of the product when delivering services to customers. Therefore, an employee's dissatisfaction can negatively reflect on the organization's customer service and performance.

Job characteristics include the aspects of the actual job and the variety of those aspects. Aspects of the actual job such as autonomy, responsibility and challenging tasks have been found to be related to organizational commitment, such that the more challenging a task is, in which the employee is independently accountable for the results, the higher the organizational commitment (Hsu & Liao, 2016). The management should entrust them with more responsibility, so that they return the favor by being more committed.

A study by Slattery, Selvarajan, Anderson, & Sardessai, (2010) on temporary workers indicated that all five job characteristics—skill variety, task identity, task significance, autonomy, and feedback—were positively related to job satisfaction and employee commitment toward client organization as well as the agency organization. In their meta-analytic summary, Humphrey, Nahrgang, and Morgeson (2007) found that the five core job dimensions explained 40% of the variance in organizational commitment. Previous researchers found that high core job dimensions led to overall organizational commitment (Pentareddy & Suganthi, 2015). Consistent with these findings, Katsikea, Theodosiou, Perdikis, and Kehagias (2011) found that higher levels of job autonomy, job variety, and job feedback improved job satisfaction; moreover, job satisfaction had a positive relationship with organizational commitment.

The characteristics of a job affect the employee's job performance; according to Kusluvan *et al.*, (2010) jobs in the hospitality industry have been considered dull, routine, low-skilled and low-status. Additionally, job characteristics also affect job satisfaction while job autonomy, job variety, and job feedback are the factors that lead to job satisfaction (Katsikea *et al.*, 2011). Job characteristics nowadays are considered as an effective factor in employees' job.

Previous studies have discussed the relationship between job characteristics and employees' creativity (Coelho & Augusto, 2010; Tsaur, Yen, & Yang, 2011), as well as differences in job characteristics among chefs in hotels of different sizes. Furthermore, despite the considerable amount of research on how to enhance employees' commitment, studies on jobs or tasks have not been fully explored with regard to job characteristics and employee commitment in the hotel industry. In addition, previous studies on job characteristics and commitment have been performed mainly in the Western context. More empirical evidence is required to analyze the importance of job characteristics in a regional and local context. This study therefore sought to establish the moderating effect of job characteristics on the relationship between employee empowerment and commitment in selected hotels in Kisumu City.

1.2 Statement of the Problem

Employees are the assets to an organization and can make or break it. Empowered employees will handle service failures at the time they occur, within certain limits and will enhance their commitment which is crucial to the survival for businesses in the 21st century. However, it is difficult to achieve employee commitment with frequent change in duties without employee willingness which affects the expected output. When employees are not empowered and committed, they are hesitant to make decisions, lack confidence and spend a lot of time consulting for management's

approval. Empowerment gives subordinates control over difficult job-related situations and decisions, which allows them to have more flexibility and responsibility (Lovelock and Wirtz, 2010). Despite the benefits of empowerment which empowers employees to respond to industry needs, hotels seem not to have embraced the concept as well as other sectors.

Studies conducted on the effect of empowerment on organizational commitment (Gholami, Soltanahmadi, Pashavi, & Nekouei, 2013; Rahman *et al.*, (2012) & Insan, Astuti, Raharjo, & Hamid, 2013) were found to be positive. Sahoo *et al.*, (2010) emphasized the importance of employee empowerment that makes employees feel valuable in the organizations hence increase their level of commitment and performance. This study included job characteristics as a moderating variable and deviated from most studies that focused mainly on employee empowerment and employee commitment.

Extant literature suggests that empowerment has three categories: leadership, structural and psychological (Sun *et al.*, 2012) while other scholars claim that empowerment has two approaches: *psychological approach* (Stander & Rothmann, 2009; Kara, 2012; Mohsen, 2014; Yilmaz, 2015; Muqadas *et al.*, 2017) and the structural approach (Mohsen, 2014; Ambad & Bahron, 2012). Uzunbacak (2015) tested empowerment using psychological, behavioural and social/structural empowerment on innovation. This study included behavioural empowerment which has not been used in hospitality studies and triangulated with psychological and structural empowerment.

Studies in Europe and Asia have been conducted around employee empowerment, job satisfaction, job involvement, and commitment in Turkey hotels, banking and manufacturing sectors and analyzed using qualitative methods combined with multiple

and simple regression and (Gunlu, Aksarayli, & Perçin 2010; Kuruuzum, Çetin, and Irmak 2009) in China (Humborstad and Perry 2011) in Malaysia (Songan and Abdullah, 2016) a qualitative study in Iran (GanjiNia, Gilaninia & Sharam, 2013) in Saudi Arabia (Elnaga & Imran, 2014) and in India (Kokila, 2016). Similarly in Africa, employee empowerment linked to performance, commitment and job satisfaction (Nzuve and Bakari, 2012) have mainly been focused in the banking and manufacturing sector with little evidence of studies conducted in the hotel sector in Kenya. A study by Ombachi (2011) on the relationship between employee empowerment and hotel performance in Mombasa County found that hotels adopted training, information sharing and participative decision making.

The hospitality sector faces problems of underperformance and lack of commitment of its employees despite efforts in trying to have good human resource (HR) practices. The low level of employee commitment is characterized by the lack of organizational goals and effort to remain with the organization (Reichers, 1985). The employees are disillusioned about the organization and their stay is unpredictable (Meyer & Allen, 1997) but given an option he/she will leave the organization. By knowing what drives the commitment of an employee, a positive environment must be created to deliver tangible results quickly.

Moreover, employee empowerment is often a misunderstood concept in the workplace that few managers put into practice, because they believe it will reduce their authority. In addition, researchers have discovered that many managers don't really recognize the significance of employee empowerment and its effect on the employee commitment (Emerson, 2012), which this study sought to unravel.

Previous studies have established a strong relation between employee empowerment and organizational performance (Hitt et al, 2001; Hechanova *et al.*, 2006); perceived empowerment and job satisfaction (Gumato, 2003); manager's attitudes towards employee empowerment (Ndungu, 2005) and employee perceptions of empowerment (Monari, 2007). Few have linked empowerment to commitment, particularly in the hotel sector.

Theoretically, there is little evidence on studies that have triangulated Kanter's theory of empowerment, social cognitive theory, job characteristics theory and three-component model of commitment in conducting research on empowerment and commitment in the hospitality sector. Similarly, several studies on empowerment and commitment have analyzed data using multiple regressions, hierarchical and stepwise regression and tested multiple relationships using structural equation modeling with little evidence on the use of PROCESS macro to test moderating relationships for this kind of studies that focus on empowerment and commitment in the hotel sector.

Moreover, many studies have focused on one type of data, either quantitative or qualitative. This study has adopted a pragmatist approach. Despite the nature of hotel jobs which contribute to turnover, few studies have tested job characteristics as a moderator of employee empowerment and commitment which this study attempts to fill the gap. This study used job characteristics to moderate the relationship between employee empowerment and commitment which was a deviation from many studies. It is from this backdrop and the scanty literature on employee empowerment and commitment particularly in the hotel industry in Kenya that this study was anchored.

1.3 Objectives of the Study

The main and specific objectives of the study were as follows:

1.3.1 General Objective

To determine the moderating effect of job characteristics on the relationship between employee empowerment and commitment in selected star rated hotels in Kisumu City, Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were:

- i. To examine the relationship between structural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.
- ii. To determine the relationship between psychological empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.
- iii. To establish the relationship between behavioural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.
- iv. To determine the moderating effect of job characteristics on the relationship between empowerment dimensions and commitment in selected star rated Hotels in Kisumu City, Kenya

1.4 Research Hypotheses

Based on the stated specific objectives, the following null hypotheses were tested:

H₀₁: There is no significant relationship between structural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.

H₀₂: There is no significant relationship between psychological empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.

H₀₃: There is no significant relationship between behavioural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.

H_{04a}: There is no significant moderating effect of job characteristics on the relationship between structural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya

H_{04b}: There is no significant moderating effect of job characteristics on the relationship between psychological empowerment and commitment in selected star rated hotels in Kisumu City, Kenya.

H_{04c}: There is no significant moderating effect of job characteristics on the relationship between behavioural empowerment and commitment in selected star rated hotels in Kisumu City, Kenya.

1.4.1 Research Question

1. Which employee empowerment strategies and job characteristics does the management adopt to enhance commitment in selected star rated hotels in Kisumu City, Kenya?

1.5 Justification of the Study

Previous scholars studies; Insan, (2012), Jha (2010), Adekunle *et al.*, (2014) have investigated the relationship between employee empowerment and commitment, the moderating role of job characteristics in the relationship between employee empowerment and commitment has been ignored. Given the relationship between employee empowerment and commitment and the relationship between job characteristics and commitment, this study proposed that employees' perception of job characteristics will moderate the relationship between employee empowerment and commitment. They recommended future studies be carried out in different settings to

have conclusive conceptualizations on the relationship between employee empowerment and commitment, since none have accessed all aspects of empowerment. This study sought to fill this gap by assessing the relationship between structural, psychological and behavioural empowerment on employee commitment moderated by job characteristics in star rated hotels in Kisumu City.

The researcher anticipated that the findings from the study will provide useful perspectives to academic researchers interested in understanding the conceptual underpinnings of the relationship between the various dimensions of employee empowerment and commitment. It may also shade light on the moderating effect of job characteristics on empowerment dimensions and commitment.

The study may assist hotel managers to come up with policies that focus on empowerment practices that ensured employee commitment in the hotel industry taking into consideration the importance of human resource in the hospitality industry. The study will contribute to theoretical and empirical knowledge on empowerment dimensions, employee commitment and the effect of job characteristics in the hotel sector in Kenya. It was anticipated that the study will create interest to scholars who wish to conduct further research on empowerment in the hospitality sector, since there is need of research in this area.

1.6 Scope of the Study

The study focused on the relationship between employee empowerment and commitment moderated by job characteristics in star rated hotels in Kisumu City. Specifically, the study emphasized on three empowerment dimensions; structural, psychological, and behavioural. The study was conducted star rated hotels recognized by the Tourism Regulatory Authority (TRA) – Kenya in Kisumu city. A structured

questionnaire and interview schedule were used to collect data. The unit of analysis was selected from two to four star rated hotels and the unit of enquiry was hotel subordinate employees and supervisors in different departments.

The respondents were employees from operational department that directly deal with customers such as front office, housekeeping, food and beverage service and food and beverage production despite the importance of other departments such as maintenance that offer indirect support. The data was collected between April and June 2019.

1.7 Limitations of the Study

Due to the vast nature of the hotel sector, the study was limited to star rated hotels in Kisumu City as a representation of the hotel sector in Kenya. So the generalization of findings in other star rated hotels may not be possible, because; they do not have similar characteristics in empowerment and commitment. However, a generalization is feasible, but with caution.

The study was likely to identify the shortcomings of using questionnaires, including the fact that it was not easy to know when respondents were saying the truth. To overcome this, triangulation was used. The investigator used both questionnaires and interviews to detect possible biasness in the answers.

The researcher faced the challenge of administering the questionnaires, since some of the respondents didn't cooperate and not willing to participate. To overcome this, the researcher explained the purpose of the study and assured them of confidentiality on the information they provide.

The study was limited by lack of prior research studies particularly in the hotel sector in Kenya. Literature on behavioural empowerment was scanty and only available from

studies in other sectors. This was addressed using related literature from these sectors despite the fact that empowerment strategies were different.

1.8 Assumptions of the Study

An assumption is something that is expected to be the truth, and without which the research would be pointless (Leedy & Ormrod, 2010). It was assumed that the respondents understood the empowerment dimensions, specifically, structural, psychological and behavioral and that they gave honest responses to the questions asked. The research respondents were believed to be able to engage in the research and provide useful information relevant to the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter reviewed literature relevant to the study variables under investigation both locally and internationally. It outlined the concept of empowerment dimensions and further presented the relationship between these dimensions and commitment. Further, job characteristics as a moderating variable were presented. Finally, this section presented the theoretical review and a conceptual framework reflecting the study variables.

2.1 Concept of Commitment

Commitment refers to an employee's attachment to an organization as a whole (Meyer & Allen, 1991). It is different from other forms of commitment such as work ethic endorsement, career commitment, job involvement, and union commitment which focus on value, career, job, and union, respectively (Ambad & Bahron, 2012). The stronger the commitment is, the more responsible an individual is to the organization (Chen *et al.*, 2013).

Additionally, Carriere and Bourque (2009) opined that employee commitment is a psychological stabilizing or helpful force that binds individuals to courses of action relevant to the organization. Hotels experience many challenges, including economic uncertainty (especially during low seasons), competition, demographic shifts in target markets, and changes in employee commitment and employee turnover. Employee commitment can also be defined as the perceived values of employment other than financial ones (Huit & Svallfors, 2002, Nordenmark, 1999a, Warr, 1982).

Overall, organizational commitment can be defined as the degree to which an employee develops a feeling of belongingness to his or her organization (Wadhwa & Verghese, 2015). Such a feeling is created among the employees through constant involvement in different organizational activities. Continuous participation is usually done by searching for important suggestions from team members, listening to their issues and by increasing their involvement in organizational decision-making process to a certain extent. By doing so, employees would feel to be participative and appreciated in the organization.

Based on Meyer and Allen (1991), employee commitment is divided into three dimensions: affective, continuance, and normative commitment. Affective commitment is defined as an employee's emotional identification with, attachment to, and involvement in a company. Continuance commitment refers to an individual's need to continue working in a company after becoming aware of the costs that are associated with stopping to work in the company. Normative commitment is an employee's obligation to being part of the organization and being loyal to their work.

According to Arfat and Riyaz (2013) affective commitment has three factors: individual and organizational value, which characterizes an employee's belief and acceptance of organizational goals and value; obsession, which helps the organization achieve its goals and desire, to maintain organizational membership out of choice. Being cardinal in nature, affective commitment is more productive than other types of commitment (normative and continuance) because what could be achieved through desire cannot be achieved through compulsion.

Individuals with a high level of affective commitment continue to work for an organization because they want to. Normative commitment may be the consequent of

an internalized norm, developed by the person prior to joining the organization through the values inherent or other socialization processes, that one should be loyal to one's organization (Arfat and Riyaz, 2013). It is based upon generally accepted rules about reciprocal obligations between organizations and their employees.

Continuous commitment is the perceived costs to the employee of leaving the organization, and may include the loss of benefits or seniority status within the organization (Allen and Meyer, 1990). Employees with strong continuance commitment stay with the organization out of self-interest (Alexander *et al.*, 2010). Continuance commitment is an attachment to an organization based on an employee's awareness of the costs associated with discontinuing membership (Reza *et al.*, 2010). Rae (2013), stated that organizational commitment is a desire to maintain the affiliation with an organization and it is reflected through the willingness to exert a high level of effort to achieve organizational goals.

The commonly known form of commitment is affective or emotional commitment which emphasizes on employee attachment to an organization by accepting its values and having the desire to keep the relationship with it (Dey, Kumar, & Kumar, 2014). There are several dimensions for organizational commitment: loyalty, responsibility, the willingness to continue in the work, and faith towards the organization (Diab & Ajlouni, 2015). Because of employees' emotional bond to their organization, affective commitment has been considered as an important determinant of dedication and loyalty (Muguella *et al.*, 2013).

Employees are the most important assets of an organization. Therefore, organizations should put in significant efforts to attract, retain and maintain the talented and committed employees (Aguilar-Quintana *et al.*, 2020; Anggreyani *et al.*, 2020; Ibrahim

2020). Commitment is one of the factors that can help ‘inoculate’ an organization against turnover, at a time when there is an increasing need for businesses to find and hold onto their most talented employees. Employee commitment in hotels is essential to the success or failure of the establishment. In the hotel industry, employee commitment is very low, and this is evidenced by the high rates of employee turnover in the industry.

2.2 Concept of Employee Empowerment

Abuhashesh *et al.*, (2019) and Selvi *et al.*, (2020) explained that Employee Empowerment (EE) is a procedure to give authority, power, obligation, resources, and liberty to the workers of an organization and helps in making decisions and solving job tasks. Empowerment also provided control at every level to employees and allowed distribution of responsibilities. EE is identified as the necessary source for the development of the social exchange theory (SET) and viewed as the essential subject in practical ground (Ko & Hur, 2014).

Employee empowerment has received significant attention from scholars and Human Resource practitioners due to its impact on organizational effectiveness and competitive advantage in the service industry (Abu Kassim *et al.*, 2012). Hamborstad and Perry (2011) argue that empowerment should be directed towards enriching frontline employees with the abilities and skills to fulfill customers’ requests and needs. Furthermore, empowerment is a method of providing an employee with power to make decisions and is often associated with the allocation of responsibilities from leaders to their employees (Al Halbusi *et al.*, 2017). Diah and Cahyadi (2020), stated that empowerment is a fundamental mechanism that should be integrated in the culture of an organization or developed by managers.

According to Greasley *et al.*, (2008) there are two distinct dimensions of empowerment, namely: structural/relational empowerment and psychological/motivational empowerment. Empowerment is a fundamental and important aspect for achievement, productivity, and growth in any business (Hunjra, UIHaq, Akbar, & Yousaf, 2011). Employee empowerment is regarded as a motivational practice that aims to increase performance by increasing the opportunities of participation and involvement in decision making. Empowerment is mainly concerned with developing trust, motivation, participating in decision-making, and removing any boundaries between an employee and top management (Meyerson & Dewettinck, 2012).

Employee empowerment is the mechanism of giving an employee the authority to make decisions and is often allied with the distribution of responsibility from managers to other employees (Saif & Saleh, 2013). For instance, Jacqueline (2014), stated that empowered employees are likely to develop feelings of motivation that will help them to gain authority, control and to apply the crucial knowledge and skills for dealing with customer needs. As an empowerment programme aims to give power and authority to employees through managers and share responsibilities with them, it eventually helps in improving their recognition and status. Such employees develop positive thinking and tend to do their best to perform well at the workplace (Wadhwa & Verghese, 2015). Employee empowerment is understood as sharing knowledge, improving intellectual capability, and autonomy during decision making (Karim & Rehman, 2012).

Past studies found that empowerment had a positive effect on organizational commitment (Gholami, Soltanahmadi, Pashavi, & Nekouei, 2013 & Insan, Astuti, Raharjo, & Hamid, 2013). Their findings indicated that employee empowerment had a significant positive effect on organizational commitment and is in line with previous

researches. Hotels should develop an environment that improves and encourages employee empowerment at the workplace as this may have a positive impact on employees' commitment, and ultimately lead to better organizational effectiveness.

Rahman *et al.*, (2012), stated that employee empowerment was one of the main factors that led to organizational commitment. Employee empowerment provides employees the opportunities to feel their value in their organizations, and this can increase their level of commitment and performance (Sahoo *et al.*, 2010). Employees should be empowered because it is through empowerment that an organization can develop a strong culture which reflects employee commitment in order to survive, grow, compete, and face any possible challenges that may arise at any time.

Empowered employees are generally more satisfied with their job (Wagner *et al.*, 2010). Employee empowerment has been described as the act of giving individuals and teams more responsibility for decision making and ensuring they have the training, support and guidance to exercise that responsibility properly. Too many organizations have a gap between the autonomy and authority they grant their frontline teams and the amount that they realistically could grant.

Ahmad and Oranye (2010) used a very traditional view of empowerment, considering it as energizing followers through leadership, enhancing self-efficacy by reducing powerlessness and increasing intrinsic task motivation. However, most definitions indicate that empowerment implies giving employees more authority and discretion in performing work tasks and giving them autonomy to solve all issues related to their work. To summarize, in spite of a diversity of definitions of empowerment, this concept means giving power to subordinates at a lower level to make them able to make their own decisions when serving customers.

Previous studies give diverse classifications and categories of empowerment. For instance, Sun et al. (2012), stated that empowerment has three broad categories including leadership empowerment, structural empowerment, and psychological empowerment. It is noticeable that empowerment has been studied through two approaches: the *psychological approach*, which is based on a motivational theory that aims to raise individuals' sense of power and competence in a way that makes them feel able to deal fully with their job requirements (Stander & Rothmann, 2009), and the *structural approach*, which focuses on managerial actions, such as giving individuals more access to information and opportunities to learn in organizations (Mohsen, 2014).

The term psychological empowerment has received a great amount of attention in tourism and hospitality publications (Kara, 2012; Yilmaz, 2015; Muqadas *et al.*, 2017). In management theory, this concept explains employees' support, persistent work, belongingness, and loyalty (Yilmaz, 2015).

The current study focuses on the psychological perspective of empowerment. It involves the cognitive elements of empowerment, which reflect how individuals experience their working life in an organization, and the degree to which a sense of empowerment is perceived by individuals (Muqadas *et al.*, 2017). Besides this, it has been widely accepted that the psychological dimension of empowerment could enhance employees' involvement and motivation at work. It provides them with more flexibility and personal control over their job responsibilities, which eventually lead to valuable managerial consequences in organizations (Kara, 2012).

The structural approach, on the other hand, is built on giving responsibility to employees at all organizational levels (Ambad & Bahron, 2012). Empowerment exists when companies implement practices that distribute power, information, knowledge

and rewards throughout the organization. Employee empowerment may be the most underutilized tool of customer service. This study considered three dimensions of empowerment, namely: structural, psychological and behavioural empowerment.

2.3 Relationship between Structural empowerment and commitment

Structural empowerment, sometimes referred to as managerial empowerment, focuses on how individuals with power and authority (managers) in an organization share it with those (employees) that lack it (Fernandez & Moldogaziev 2013). It is derived from organizational theories with the main emphasis being on the delegation of power and authority (Knol and Van Linge 2009). At the core of structural empowerment is the transition of authority and responsibility from upper management to employees (Maynard et al. 2012). Structural empowerment is also described as a fundamental determinant that influences behavior, whereby employees with sufficient empowerment can fulfill the tasks (Knol & Van Linge, 2009). Structural empowerment is the power to create and sustain a work environment. It proceeds from the ability to access and mobilize information, support, resources, and opportunities from one's position in the organization (Kanter, 1993).

Structural empowerment implies that lower-level employees in an organization are enabled to take appropriate action through a set of structures, practices and policies within the organization that result from a flattening of the hierarchy (Seibert et al. 2011). Previous studies have found that structural empowerment leads to innovative behavior (Knol and Van Linge 2009; Hebenstreit 2012; Dan et al. 2018). Drawing from Kanter's theory of structural empowerment, Kanter identified four work empowerment structures: information, resources, support and opportunity (Kanter 1977; 1979). Research shows that having access to information, receiving support, having access to

resources necessary to do one's job and having the opportunity to learn and grow are considered as empowering structures.

When employees are structurally empowered, the manifestation in the organization is reflected by access to these structures facilitated by formal job characteristics (Laschinger et al. 2001). Kesting and Ulhøi (2010) suggested that a lack of time, resources and information would considerably hamper employees' idea generation. The organization's ability to offer access to information, resources, support and opportunity in the work environment has a major impact on innovation (O'Brien 2010). In their study, Hansen et al. (2017) noted that de-emphasizing an organizational structure was among the most critical factors for successful innovation.

Structural empowerment is related with the right employment of empowerment mechanisms in an organization. Existence of instruments in the organization such as delegation, budget, technology, training opportunity, design of works, physical environment, which are necessary to empower staff, is among the main factors affecting individual power (Koçel, 2011). In order to achieve structural empowerment, the organization should create opportunities for its employees and make knowledge and support available.

In reviewed literature, six sub dimensions of structural empowerment are stated which consist of opportunities, knowledge, resources, support, formal and informal power (Surgevil, Tolay & Topayan, 2013). Employees who believe that their work environment provides access to these factors are empowered (Mendoza-Sierra, Orgambidez-Ramos, León-Jariego, & Carrasco-García, 2013; Wong & Laschinger, 2013). The structural empowerment concept can be defined as management practices

and policies that aim to transfer power from management to employees (Abu Kassim *et al.*, 2012).

Ahmad and Oranye (2010), conducted a study amongst 556 registered nurses and found a relatively weak relationship between structural empowerment and organizational commitment in samples from England and Malaysia. These findings are consistent with (Ahmad & Oranye, 2010) research on Kanter's theory of structural empowerment, which stated that high perceptions of power have strong positive relationships with organizational commitment. They postulated that it seems that the nature of the profession is likely to conclude which dimension of empowerment will produce greater organizational commitment.

Gazzoli *et al.*, (2009), for instance, investigated the impact of structural empowerment on enhancing employees' customer orientation and investigated how restaurants can enhance their employees' attitudes toward their jobs. There was a positive and direct effect of empowerment on the perceptions and attitudes in employee customer orientation. Wong and Laschinger (2013) observed that the more nurses perceived that they had access to workplace empowerment structures, the more satisfied they were with their work, and reported higher performance. Access to opportunities to learn and grow in the job is particularly important to job satisfaction (Lautizi *et al.*, 2009).

This 'structural' empowerment has been found to predict job satisfaction (Lautizi, Laschinger, & Ravazzolo, 2009; Wong & Laschinger, 2013), organizational commitment (Smith, Andrusyszyn, & Laschinger, 2010), leadership practices (Davies, Wong, & Laschinger, 2011; Wong & Laschinger, 2013), and job stress and burnout (Laschinger, Wong, & Grau, 2013) on nurse staff. Numerous studies have demonstrated a strong relationship between structural empowerment and job satisfaction (Lautizi *et*

al., 2009; Wong & Laschinger, 2013). An employee can be satisfied with the basic content of the job, but may be frustrated if it does not allow one to grow or move roles in other areas of the organization.

Ghina (2012), observed that structural empowerment which includes access to training and development opportunities did not predict employee commitment. In Indonesia, Insan (2012) carried out a study to investigate the impact of empowerment on employee commitment and job satisfaction of employees of the national electricity company. Using a sample of 270 employees consisting of middle managers, basic managers, the basic supervisor and the upper supervisor, the study found a significant effect of empowerment on employee commitment.

In Nigeria, Adekunle, Samuel, Olugbenga and Kehinde, (2014) studied personal characteristics and training opportunities as determinants of employee commitment among Nigeria national parks' employees. Further, the authors found out that although employees had greater opportunities for training, their commitment level was low. There were significant but weak correlations between employee commitment and training opportunities. Adekunle *et al.*, (2014) proposed that for a more comprehensive understanding of other possible determinants and antecedents of organizational commitment of nature conservation organizations' employees, further studies should include more factors in analytical model.

A study by Narteh (2012) focused on internal marketing and employee commitment. The study surveyed 410 employees of banks in Ghana and investigated four internal marketing practices- empowerment, rewards, training and development, and communication and their impact on employee commitment in the retail banking industry. The rewards, training and development were positively associated with

employee commitment and communication was not. The study was limited in its attempt to generalize to other settings because of demographic composition of the sample and the setting.

2.4 Relationship between Psychological empowerment and commitment

The psychological perspective of empowerment involves the cognitive elements of empowerment, which reflect how individuals experience their working life in an organization, and the degree to which a sense of empowerment is perceived by individuals (Muqadas *et al.*, 2017). It has been widely accepted that the psychological dimension of empowerment could enhance employees' involvement and motivation at work. Psychological empowerment (PE) could provide employees with more flexibility and personal control over their job responsibilities, which eventually could lead to valuable managerial consequences in organizations (Kara, 2012).

Avan *et al.*, (2016), described psychological empowerment as an intangible and emotional state consisting of a variety of perceived feelings. PE involves employees' experience of being authoritative and dependable in their working life. The practice of psychological empowerment in an organization involves supervisors giving employees more discretion and autonomy since it made the employees more committed to their organization (Mohsen, 2014). PE also generates many other positive behaviors towards the workplace, for instance job involvement, organizational citizenship behaviors, and higher-quality performance (Özaralli, 2015; Kara, 2012). Therefore hotels need to adopt various empowerment initiatives that could boost employees' level of commitment. This could include spreading a culture of participation based on rewards that do not penalize risk taking, sharing power, giving responsibility, granting decision-making authority, and developing continuing involvement programs (Chiang & Jang, 2008).

Ambad and Bahron (2012), found that many organizations, especially those in the public-sector in developing countries, had not been able to, nor had even wanted to put PE into practice. This was attributed to two main reasons; the fear of losing control over the employees and, the problems that might occur as a result of the wrong decisions being taken by employees. A hierarchical management perspective may affect employees' level of commitment and cause many negative organizational outcomes, such as employees' dissatisfaction, poor performance, and high turnover rates.

Psychological empowerment is a multidimensional concept comprising four cognitive dimensions through which employees may appraise their empowerment in organizations (Spreitzer, 1995; Muqadas *et al.*, 2017). These dimensions are shaped through the work environment and can be described as follows:

Impact: the degree to which an employee can make a difference at work through his/her actions. As noted by Avan *et al.*, (2016), empowering employees in terms of the impact dimension could improve their inner beliefs and create a cognitive state through which they are able to influence their work and create positive outputs at all organizational levels.

Meaning: Employees' acceptance of work values and task goals. This refers to the consistency between the requirements of one's work responsibilities and one's own values, thoughts, standards, and attitudes (Mohsen, 2014). Taamneh and Al-Gharaibeh (2014), stated that meaning reflects the degree to which an individual feel that his/her own efforts contribute towards the work of their organization as a whole.

Competence: this inherently reflects individuals' beliefs that they have the abilities and skills to perform job tasks adeptly (Kara 2012; Stander & Rothmann 2010). It indicates

a person's trust in his/her self-efficacy and his/her ability to produce high quality job outcomes.

Self-determination: individuals' independence and perceived freedom in carrying out their work roles, as well as the authority granted to them to make decisions regarding work systems, techniques, and processes (Chiang & Jang, 2008). Spreitzer (1995) pointed out that, ultimately, each component of psychological empowerment is essential for achieving the structure of the term "empowerment". Thus, hospitality firms should enhance each psychological empowerment aspect through specific managerial practices.

Chiang and Jang (2008) stated that PE is specifically important for the hotel industry, since the nature of service providers' work requires higher standards of service, quick responses, and a high level of customer satisfaction. Therefore, empowering employees contributes to achieving customer satisfaction and enhances organizational effectiveness. Moreover, a hospitality sector that encourages autonomy, facilitates participative decision-making, and expresses confidence in employee competence, remains with the employees who feel more empowered in their work settings.

Maynard, Mathieu, Gilson, O'Boyle, and Cigularov (2013) examined the relationships between PE and its antecedents (structural empowerment, organizational support, external managerial support, and team competencies), and outcomes (team members' affective reactions and team performance). Maynard *et al.*, (2013) positioned team PE as a mediating variable in the input-process-output model and found that structural empowerment, organizational support, and external managerial support all had significant positive correlations with team PE. Maynard *et al.*, (2013), stated that results

always underscore the fact that, structural arrangements are salient in terms of their influence on team PE and not only the influencing factors.

A study carried out by (Chen and Chen 2008), in Taiwan to establish a framework to explain how to use work redesign and psychological empowerment to strengthen employee commitment to an organization that was undergoing change, found out that self-determination had no significant relationship with employee commitment, whereas the other three cognitions had significant relationships with employee commitment.

Nabila (2008), in his study on the relationship between psychological empowerment and commitment among employees in the construction sector in Kota Kinabalu, found that the meaning and self-determination cognitions had no significant relationship with employee commitment, but the competence and impact dimensions had a significant relationship. In India, Jha (2010), examined the linkages between psychological empowerment and factors of organizational commitment and found that psychological empowerment influenced affective and normative commitment positively. However, no relationship was found between psychological empowerment and continuance commitment.

Moughlee et al. (2009) investigated the relationship between psychological empowerment and organizational commitment in staff of Education organizations in 19 districts of Tehran city and the results showed that there was no relationship between psychological empowerment and organizational commitment. Abbasi et al. (2012), studied the relationship between staff empowerment and organizational commitment and concluded that there was a significant correlation and a positive relationship between staff empowerment and commitment.

Raza et al. (2015) found that there was a significant positive relationship between psychological empowerment, affective and normative commitment. Chen & Chen, (2008) and Nabila (2008) also conducted a research to assess the relationship between psychological empowerment and commitment and found out that compared to structural empowerment, psychological empowerment had not received a lot of attention in literature.

Kiprop (2012), found out that there was a positive relationship between empowerment and commitment. According to his research, lack of motivation among employees in the public sector was the major reason for deteriorating performance of the sector in terms of service delivery. Specifically, there is lack of empirical literature in Kenya focusing on the effect of psychological empowerment on employee commitment in hotels.

2.5 Relationship between Behavioural Empowerment and Commitment

Mechinda and Patterson (2011) define behavioural empowerment as specific behaviors that frontline employees displayed during service contact point with the aim to make customers more satisfied with the service. Pimpakorn and Patterson (2010) viewed customer-oriented behavior as a willingness of subordinates to behave with a favorable attitude and deliver high quality of services to customers. Managers adopt behavioural empowerment approaches in the belief that these created more employee ownership. Behavioral empowerment could then be manifested through both “in-role” performance and “citizenship” performance.

Behaviorally empowered employees are expected to conscientiously assume their work-related responsibilities and proactively initiate change in their work environment to increase work efficiency (Boudrias & Savoie, 2006; Tremblay & Wils, 2006).

Boudrias and Savoie (2006), argued that a complete assessment of behavioural empowerment should investigate whether employees conscientiously perform their job tasks; display continuous improvement efforts in their job and within the work group; collaborate effectively with colleagues, and become involved in the organization to maintain and improve efficiency. The assessment of these behaviours amongst employees would potentially provide a behavioural indication of their level of empowerment and consequently serve as a criterion variable in order to measure the effectiveness of supervisor empowerment practices.

In order for a company to have a competitive and dynamic position in the market, customers have to be satisfied and delighted with the service provided. To produce that result, service organizations and providers should work hand in hand to enhance their customers' satisfaction and loyalty. The most powerful tools to achieve this are having the right set of employees and training and empowering them (Lovelock and Wirtz, 2010). Employees should have the right ability, flexibility, and power to be engaged in customer-oriented behavior. Customer-orientated behavior is considered one of the most essential tools for employees who have direct contact with customers. Employees' behaviors reflecting empowerment have been neglected despite their practical importance. Presumably, behavioural empowerment is not only implemented to change employee cognitions, but also to foster (pro) active behaviors that could have an impact on organizational outcomes.

Until recently, one explanation for this shortcoming was a lack of specific behaviorally based instruments to appraise individual empowerment. Several terms and concepts have been developed in literature as positive and favorable behaviors by service providers and frontline employees. These include; customer orientation (Reychav & Weisberg, 2009; Gazzoli *et al.*, 2013), organizational citizenship behavior (Chaing &

Hsieh, 2012; Tang & Tang, 2012), and customer-oriented behavior (Lanjananda & Patterson, 2009; Pimpakorn & Patterson, 2010). To be more precise, customer-oriented behavior can be defined as the ability to identify, evaluate, understand, and meet customer needs (Reychav & Weisberg, 2009).

Taheri and Gharakhani (2012), state that employees with friendly and courteous personalities have a high level of customer orientation. If friendly, courteous service is needed, then friendly and courteous people must be hired. It is possible to provide employees with the technical skills needed for the job, but difficult to train them to be friendly and caring (Taheri & Gharakhani, 2012). Managing human capital effectively provides a major competitive advantage for companies. Leaders need to be increasingly thoughtful and meticulous about monitoring their organization's human capital strategy (Ashford & Dieck, 2012; Bakker & Schaufeli, 2008).

Recently, researchers and practitioners begun to optimize the potential benefits of positive psychology in the workplace to enhance corporate performance as well as employees' experience of work (Mills *et al.*, 2013). According to Mills *et al.*, the concept of Positive Psychology in the Workplace (PPW) incorporates Positive Organizational Behavior (POB) and Positive Organizational Scholarship (POS) and includes constructs such as leadership, empowerment and engagement.

According to De Poel *et al.*, (2012), leaders are not only responsible for guiding their employees through change but they increasingly play a critical role in building a strong pool of talent that is central to organizational success. Successful and effective leadership is important because it is closely associated with organizational outcomes such as enhanced employee attitudes, increased performance and motivation (Kelloway *et al.*, 2012). Traditionally dominated leadership practices should be balanced with

leadership practices that are aimed at the empowerment of employees (Dewettinck & Van Amejide, 2011).

Leadership empowerment behavior (LEB) is seen as an enabling process, rather than a delegating process and is conceptualized as the ability of leaders to delegate authority, encourage accountability and self-directed decision-making, developing skills and coaching of followers (Hakimi *et al.*, 2010). Recent studies indicate leader empowering behaviors lead to various outcomes such as employee empowerment (Albrecht & Andreetta, 2011; Chen *et al.*, 2011; Raub & Robert, 2010; Van Dierendonck & Dijkstra, 2012; Zhang & Bartol, 2010); work engagement (Mendes & Stander, 2011; Stander & Rothmann, 2010); and turnover intention (Albrecht & Andreetta, 2011; Chen *et al.*, 2011; Van Schalkwyk *et al.*, 2010).

Just as positive psychology shifted the emphasis away from human deficiencies; leadership is focusing on positive human cognitions, feelings and expectations (Hannah, *et al.*, 2009). Based on Cameron's (2008), conceptualization of the concept "positive", namely a focus on performance (accountable for outcomes), supportive (information sharing and development) and that what human beings consider to be good (empowerment), LEB can be classified as a positive approach to people management.

In a Jordanian study, Odeh (2008) explored the relationship between frontline employees' empowerment and service quality in the restaurant industry and found out that job satisfaction, organizational commitment, and customer-oriented behavior highly mediated the relationship between psychological empowerment and service quality. In other words, psychological empowerment led to better customer-oriented behavior by employees.

Auh *et al.*, (2014) measured the impact of leadership empowerment on service-oriented citizenship behavior. They used two levels of leadership empowerment at the individual level and at the group level, using many sources of data (i.e., frontline employees and supervisors). The findings indicated that the group level of leadership empowerment explained a significant variance in service-oriented citizenship behavior. In light of the preceding discussion, it is clear that researchers have examined empowerment and employees' customer-oriented behavior by using different perspectives of empowerment in different industries. But despite the importance of this concept in general and in the service sector in particular, none of the previous studies investigates the two forms of empowerment together, including their impact on customer-oriented behavior.

The five dimensions of the Boudrias and Savoie (2006) questionnaire measured in behavioral empowerment include; Efficacy in performing job tasks (e.g., Perseverance in achieving the best standards of quality in my work); Improvement efforts in job tasks (e.g. Making changes to improve efficiency in performing my tasks); Effective collaboration (Keeping coworkers informed of the progress of my work in group projects); Effort for improvement in the work group (Introducing new ways of doing things in my work group); Involvement at the organizational level (making suggestions to improve the organization's functioning). An integrative questionnaire was then created and validated with factor analyses. Compared to other behaviorally based instruments available, the BEQ measures more specifically individual empowerment, defined as an active or proactive work involvement.

Kuruuzum, Çetin, and Irmak (2009), analyzed the relationship between job involvement, organizational commitment, and job satisfaction in the Turkish Hospitality Industry and found out that there was a strong influence of organizational

commitment on the satisfaction of the job done by the employees and as a result satisfied and motivated employees made the difference for the success of Turkish Hospitality Industry. It recommended that there should be research carried out on the other factors like best service efforts, employee empowerment and autonomy, task identify which elaborates the level of satisfaction and commitment at different levels.

In China, Humborstad and Perry (2011), identified the relationship among employee empowerment, organizational commitment, and satisfaction in the job. The data was taken from 290 participants. The variables which were studied in this paper were employee empowerment, job satisfaction, commitment in the workplace, service power and turnover intention. The derived result was that employees who were given and practiced empowerment showed strong organizational commitment and positive job satisfaction and empowerment reduced the turnover rate of employees in the organization.

Similarly, in Turkey, Gunlu, Aksarayli, & Perçin, (2010), also investigated the association of job satisfaction and commitment within the workplace by identifying different types of commitments in an organization and its particular significance on the job satisfaction. The variables were; intrinsic job satisfaction, extrinsic job satisfaction (income level, age, and education) and organizational commitment (normative, continuous, and affective). The sample size was of 123 managers in the Hotel Industry. The findings showed that there was a significant influence of intrinsic and extrinsic satisfaction of the job on normative and affective organizational commitment while on continuous commitment job satisfaction impact was not significant.

2.6 Job Characteristics and Commitment

Job characteristics is defined by Oyewobi, Suleiman and Jamil (2012), as aspects of the individual employee's job and tasks that shape how an individual perceives his or her particular role in the organization. Employees generally look for a job that is challenging and for which they are responsible and have sufficient authority to perform (Bakhtiar Nasr Abadi *et al.*, 2009). Although definitions may vary, scholars agree that employee perceptions of job characteristics have powerful effects on important employee and organizational outcomes (Häusser *et al.*, 2010).

According to Suman and Srivastava (2012), job characteristics combine various aspects of the job, such as role clarity, role overload, role conflict, task-significance, degree of autonomy, job scope and skill variety. Job characteristics differ from organizational characteristics in that they are more specific to a job in a particular organization rather than affect all employees of an organization. Hackman and Oldham (1980), proposed five core job characteristics that should be included in any job; skill variety, task identity, task significance, autonomy, and feedback (Scott, Swortzel, & Taylor, 2005) as summarized below;

Skill variety refers to the development of employees' job requirements that utilize several skills or talents in order to carry out the job successfully (Dehghan *et al.*, 2011). Skill variety refers to the various skills and talents that are required for jobs to be completed. It is important to distinguish skill variety from task variety because the use of multiple skills is distinct from the performance of multiple tasks (Morgeson & Humphrey, 2006).

Task identity measures the ability of an employee to perform a specific task that results in an identifiable outcome (Hadi & Adil, 2010). Task identity means carrying out a job

from initiation to the end with an observable conclusion. In other words, job identity means that job assignments are determined in a way that the job is specified for the employee from initiation to the end, and the person has a comprehensive picture of the job assignments, so he is considered as an important part of the job.

Task significance refers to the employee's feelings towards the impact of a task on the lives of others in an organization or in society (Morris & Venkatesh, 2010). The importance of task significance, which is known as job values in some research, refers to the contact (collision) of a person with others (Dehghan *et al.*, 2010). Job values are personal information that explain individual differences in behavior and work environment (Blickle *et al.*, 2011). Task significance can contribute to perceptions of greater job challenge and, ultimately, job satisfaction (Bontis *et al.*, 2011).

Task autonomy represents freedom and independence provided to the employee to make task-related decisions, e.g., work scheduling and procedures selection (Na-Nan & Pukkeeree, 2013). It is the extent to which the job can give freedom, independence and authority to a person during work planning and determination of work procedure. One of the challenges for the management is lack of delegation; meaning lack of autonomy for employees and limitation of authority for subordinates, which in some cases, especially in the absence of managers in the organization, leads to problems for the employees and clients (Hatami, 2012).

Feedback refers to information received by an employee about his or her performance. It is the amount of work activities to obtain the results of one's work through clear and direct information on its effectiveness (Faraji *et al.*, 2008). Feedback is the level and degree that is given to a person as a result of doing his duties, and information on his performance effectiveness which is given to him directly (Banai & Reisel, 2007). Given

increasing work redesign issues in responding to external and internal business environments, many organizations have tried to maintain job effectiveness and efficiency by empowering employees (Kuo, *et al.*, & Lai, 2010). Furthermore, job characteristics are primarily concerned with how the work itself is accomplished and the range and nature of tasks associated with a particular job (Morgeson & Humphrey, 2006).

Good job redesign may enhance the intrinsic quality of employees' work and help them to cope with organizational changes, thus, increase the likelihood of more active responses (Kuo *et al.*, 2010). Kuo *et al.* (2010) stated that the job characteristic model affected the constant changing working environment and self-perceived employee empowerment and their commitment to the organization. Therefore, ensuring that employees possess these skills and competences, which are of great importance for empowerment and the quality of the services provided (Pelit *et al.*, 2011). Job characteristics referred to the activities, tasks, duties and different dimensions of a job.

Job characteristics have been researched in relation to numerous work outcomes. Similarly, in a Taiwanese study involving banking and service and manufacturing industries, job characteristics were found to significantly impact overall organizational commitment (Chang & Lee, 2006). Amiri, Mirhashemi and Parsamoei, (2013) studied the organizational commitment level based on the employees' job characteristics and job roles. Using a sample from a learning organization consisting of 293 participants, they found that there was a significant correlation between the components of job characteristics (autonomy, task identity, feedback, and job challenge) and organizational commitment and that the variables of job characteristics and roles can predict organizational commitment. It was expected that organizational commitment would be positively associated to these characteristics.

Hsu and Liao (2016) found that jobs with high levels of all job characteristic dimensions were positively related to organizational commitment. Madi, Abu-Jarad, and Alqahtani (2012) found that the more skill variety, task significance, feedback, autonomy, and task identity, the more the employee was committed to the organization. Similarly, Ozturk, Hancer, and Young (2014) found a direct relation between high core job dimensions and higher organizational commitment.

The entire JCM also directly influences specific dimensions of organizational commitment. Madi *et al.*, (2012) and Ozturk *et al.*, (2014) found a relationship between high core job dimensions and high levels of affective commitment. When Pentareddy and Suganthi (2015) found similar results, they highlighted that to build affective commitment, jobs should be filled with challenging activities, opportunities to utilize many different skills, and whole tasks that had a potential to make a difference to the business. There should also be feedback mechanisms built into the job, as this mechanism helps employees improve and appreciate their work, and further lead to affective commitment (Pentareddy & Suganthi, 2015). Thus, the entire JCM with or without the psychological states is positively related to high affective commitment. However, not all job characteristics influence organizational commitment equally.

Hsu and Liao (2016) found that task significance, autonomy, and feedback influenced organizational commitment, but task identity did not. They believed this could be due to managers enhancing task significance, autonomy, and feedback to build organizational commitment. Overall, compared to the other dimensions, the core dimension of job autonomy seems to be the most important in leading to positive organizational commitment (Hsu & Liao, 2016). Job characteristics have been repeatedly investigated and related positively with organizational commitment.

However, researchers have also investigated factors that could affect the relationship between the core job dimensions and organizational commitment.

2.7 Job Characteristics and Empowerment

Job characteristics are the factors that are considered for identifying and evaluating the concept of empowerment. Job characteristics are one of the structural components that affect employees' empowerment (Maynard *et al.*, 2012). Given increasing work redesign issues in responding to external and internal business environments, many organizations have tried to maintain job effectiveness and efficiency by empowering employees (Kuo, Ho, Lin, & Lai, 2010). Wang and Lee (2009) stated that job characteristics affect empowerment and these two constructs lead to job satisfaction in the employees. The correlation between job characteristics and psychological outcomes are generally stronger and more consistent than the correlation between job characteristics and behavioral outcomes.

Jha (2011), found that there was a significant correlation between job characteristics and psychological empowerment. In order to encourage employees to devote extra effort to their work, managers should focus more on how to help their subordinates generate feelings of meaningfulness, competence, self-determination, and impact (Huang, Iun, Liu, & Gong, 2010). According to Seibert *et al.*, (2011), the impact of factors such as characteristics of self-assessment, field factors, job identity and job performance on empowerment is obvious. According to Asag-Gau and Dierendonck (2011), one's attitude and the job characteristics play an important role in their psychological empowerment.

Finally, the results of a research conducted by Beier *et al.*, (2014) demonstrated that realization of organizational justice and job characteristics had multiple effects on work

attitudes and health of employees. Therefore, the necessity of creation and development of job attitudes and empowerment of employees was significant. Good job redesign may enhance the intrinsic quality of employees' work and help them to cope with organizational changes, thus, increase the likelihood of more active responses (Kuo *et al.*, 2010). Ensuring that employees possess these skills and competences, which are important for empowerment and among the factors affecting the quality of the services provided (Pelit *et al.*, 2011).

Researchers have considered management style in combination with the core job dimensions because of the leader's ability to increase the perception of and presence of task significance, autonomy, and feedback. Some researchers have even stated that in studying the relationship between job characteristics and organizational commitment, leadership could be a key factor because managers can enhance task significance, autonomy, and feedback to build organizational commitment (Hsu & Liao, 2016).

There has been research considering specific types of leadership styles moderating the relationship between core job dimensions and organizational commitment.

For example, Pentareddy and Suganthi (2015) investigated the moderating effect of leadership complexity on the relationship between job characteristics and organizational commitment. Leadership complexity is the ability to embody paradoxical roles to deal with competing demands. Leaders who are complex can adjust their reactions, priorities, and approach to solve problems when they arise. Leaders who are complex are also adept at setting a vision, adapting to the work or employees' needs, and ensuring deadlines are met. Leader complexity was found to moderate the positive relationship between the JCM and organizational commitment. The more the leader could handle the complexity of competing demands, the stronger the positive

relationship between JCM and organizational commitment (Pentareddy & Suganthi, 2015). This is because the leader is skilled in multiple dimensions of being a manager, adaptability, communication and vision setting. Thus, the leader allows the employee to operate with more freedom, enables the employee communicate on how the job is part of a vision and draw connections on how his or her job impacts other employees. This enhanced task significance and autonomy, which have been shown to be positively correlated to organizational commitment.

Previous researchers have identified the factors affecting organizational commitment (Haq, Jindong, Hussain & Anjum, 2014) and job characteristics are one of them. Organizational commitment can be increased by improving the dimensions of job characteristics. Studies have shown that employees rating their jobs higher with respect to the core characteristics of the job are more committed towards their organization and satisfied with their respective jobs (Konya, Matic & Pavlovic, 2016). In a Nepal organizational context, there are discrepancies between the actual job description and the tasks assigned to the employees further resulting into less commitment and high turnover ratio of employees (Merojob, 2016). Hence this highlights the need to focus on job characteristic dimensions in advance so that a match can be created between the actual job requirement and the needs of employees to fill in the gap and enhance their commitment level.

Though many research studies have supported the job characteristics model, there is no evidence that shows lack of consensus regarding the core job dimensions and the moderating variables (Taghavi & Gholami, 2015; Sadono, 2016; Sisodia & Das, 2013; Morgeson, Garza & Campion, 2012) and the mediating variables have also received limited support except for experienced meaningfulness (Humphrey, Nahrgang & Morgeson, 2007). Many previous studies on empowerment and job characteristics have

been conducted in the context of western countries and very little research has been done in Kenya in particular. There is therefore a need to examine, from the employees' perspective, the relationship between empowerment and commitment that is evident in the hotel industry and the moderating influence of job characteristics in star rated hotels in Kisumu County, Kenya.

2.8 Theoretical Framework

Theories are assumptions put together; they could be facts that try to explain a relationship between two or more groups through observation of certain aspects (Zima, 2007). On the other hand, a group of similar ideas that give guidance to a project or thesis can be termed as a theoretical framework (Zima, 2007). This study was anchored on three theories and a model that have evolved with time which include; Job Characteristics Theory, Kanter's Theory, Social Cognitive Theory and the Three-Component Model of Commitment.

2.8.1 Job Characteristics Theory

Hackman and Oldham (1980) developed Job characteristics theory whereby the theory has emphasized on the objective characteristics of employees' jobs. The main concept is to create the conditions into jobs for higher work motivation, satisfaction, and performance. The primary objectives of job characteristics theory (JCT) are to explain how properties of the tasks performed affect people's work attitudes and behavior, and to identify the conditions under which these effects are likely to be strongest. Furthermore, different employees reacted differently to the same job.

This theory deals with job features to create the positive motivational incentives for employees (Hackman & Oldham, 1980). By increasing the level of responsibility, meaningfulness and feedback to the job, employees' motivation could be enhanced

(Hackman & Oldham, 1980). Therefore, the job characteristics theory is an individual motivation theory (Hackman & Oldham, 1980). In addition, the theory stated that these core characteristics have their strongest effects when employees score high on three individual conditions: growth need strength, context satisfaction, and knowledge and skill.

When jobs are suitable for employees, it is not necessary to force, coerce, or trick them to work hard or try to perform the job well. This feeling is called an intrinsic motivation. It occurs when employees have knowledge about the actual results of their work activities, feel responsible of their work outcomes, and experience a meaningfulness of their work. All three of these factors are labeled as “critical psychological states.” These core job dimensions influence on the critical psychological states and when one of the three factors is removed, the intrinsic motivation drops. Conversely, if all three factors are presented, the intrinsic motivation is very high (Hackman & Oldham, 1980). The most recent version of the theory posits that five core characteristics of the work itself affect a variety of personal and work outcomes via their effects on three psychological states of employees.

The five job characteristics that were of concern on the employees’ motivation and satisfaction toward their job Parker *et al.*, (1998) formed up the three psychological states and enhance the intrinsic work motivation include, skill variety, task identity, task significance, autonomy, and job feedback. Skill variety, task identity and task significance contribute to the perception of work meaningfulness, while autonomy contributes to the feeling of responsibility of the work outcomes, and job feedback contributes to the knowledge of results. If the skill variety, task identity and task significance are high, it means that employees perceived the meaningful of work.

Though one or two of job characteristics may be low, employees may still regard the work as meaningful.

Moreover, if a given job is autonomous, individuals tend to feel more responsible and are more willing to accept the accountability of work outcomes. The last job characteristic is feedback. Knowledge of the actual results of the work activities is directly affected by the job feedback. Therefore, motivation at work may depend on how tasks are designed and managed. When employees do not appreciate the meaningfulness of their work, and tend to have little responsibility for outcomes of the work, or have no feedback from the work activities, they are likely to show the “motivational problems” at work (Hackman & Oldham, 1980).

The Job Characteristics Model posits that when job design is high on five core job dimensions and three psychological states, employees are engaged and experience positive work outcomes. There are three psychological states: experienced meaningfulness of the work, responsibility for the outcomes of the work, and knowledge of the results of the work activities. These psychological states act as a mechanism for the job characteristics to result in positive work outcomes (Hackman & Oldham, 1980).

Experienced meaningfulness of the work is the degree to which the employee perceives the job as meaningful, valuable and worthwhile. Experienced responsibility for work outcomes is when employees feel personally accountable for the results of the tasks they complete. Lastly, knowledge of results is when the employee continuously knows and understands how effectively he or she is performing the job (Hackman & Oldham, 1980). These three psychological states lead to positive work outcomes because the employee knows he or she has personally performed well on a task he or she cares

about, thus incentivizing the employee to continue to try to perform well in the future. However, this study focused solely on the relation of the core job dimensions outlined in the Job Characteristics Model to commitment.

Job designing is one of the core functions of human resource management, as it helps in satisfying the social and psychological requirement of the employees and meets the personal and organizational goals (Hackman & Oldham, 1980). The most established job design theory is the job characteristics model proposed by Hackman and Oldham (1980). According to the job characteristics model three psychological states (experienced meaningfulness of the work, experienced responsibility for work outcomes, and knowledge of actual work outcomes) must be present to achieve positive and personal work outcomes (Hackman & Oldham, 1980). This study assumed that Job characteristics such as skill variety, task significance, task identity, autonomy and feedback increased the commitment of employees. However, the critiques of JCM highlight the importance of physical context of the job, while examining the effect of job characteristics on motivation, commitment and satisfaction of employees (Nicholson, 2010).

According to the job characteristics theory, the overall motivating potential of a job to prompt self-generated motivation is at the highest, when all of the following are true: a) skill variety, task identity, and task significance are high, b) autonomy of the job is high, and c) job feedback is high. The motivating potential score (MPS) is the degree to which these three conditions are met (Ilgen & Hollenbeck, 1991). MPS is the average of skill variety, task identity, task significance multiplied by autonomy and feedback. The model of overall motivating potential of a job is as follows:

$$\text{MPS} = (\text{Skill variety} + \text{Task identity} + \text{Task significance})/3 \times \text{Autonomy} \times \text{Job feedback}$$

If the motivating potential score is high, at least one from the three job characteristics that contributes to the experience of meaningfulness is high not only the autonomy, but the feedback is also high. It should be noted that the motivating potential score of a job does not necessarily cause the employees to be internally motivated, to perform well or to be satisfied in the job. It still depends on the employee's behavior to determine the effectiveness. If motivating potential score is high, it means the job only creates the favorable conditions to the motivation of employees (Hackman & Oldham, 1980).

This study adopted Job characteristics model by Hackman and Oldham (1980) because it assumed that the job characteristics constructs such as; skill variety, task significance, task identity, autonomy and feedback are compatible with the nature of tasks performed in hotels and could enhance employee commitment. With the adoption of job characteristics model this study explained the moderating variable.

2.8.2 Kanter's Theory of Empowerment

Kanter (1993), defines empowerment as the ability of an individual to independently make decisions and utilize available resources to accomplish the necessary goals. She postulates that if an organization is structured to provide empowerment and access to job-related empowerment opportunities, the structure had a positive impact on employees and their commitment to work. Alternatively, an organizational structure that does not provide empowerment and access to job-related empowerment opportunities had a negative impact on the employees and their commitment to work. Kanter (1993) posits that in an empowerment-structured organization there is increased autonomy, job satisfaction, and commitment among employees.

Kanter believed that employees display attitudes based on the presence of perceived power and opportunities. According to Kanter, there exist four structural empowerment

dimensions: access to information, resources, support, and opportunity. Access to information refers to the data, technical knowledge, and expertise needed for job performance. Access to resources refers to the ability to obtain needed supplies, materials, money and personnel to meet established organizational goals. Access to support refers to the guidance, feedback, and direction provided by supervisors, peers, and subordinates. Access to opportunity refers to the growth, mobility and the chance to build upon knowledge base (Kanter, 1993).

Kanter theorizes that empowerment is highly influenced by structural elements within the organization. In a study of empowerment effects on nurses, Laschinger (2004) argued that when situations were structured so that employees felt empowered, they would respond accordingly and rise to the “challenges” present in their organization. The organization was likely to benefit in terms of both improved employee attitudes and increased organizational effectiveness (Harrison, Newman & Roth, 2006). Therefore, holding all other variables constant, structural empowerment is the power to create and sustain a work environment by providing the ability to access and mobilize opportunities, information, support, and resources from one’s position in the organization (Kanter, 1993).

Vacharakiat (2008), defined the components of structural empowerment as follows: *Access to opportunity* includes the expectation of positive future prospects, growth, and a chance to learn and grow. *Access to information* includes the organization’s overall goals and values; this includes information directly related to employees’ work, as well as information about the organization as a whole. Access to support includes the feedback and guidance received from superiors, peers, and subordinates about an employee’s job. *Access to resources* is the time necessary to accomplish organizational goals and includes acquiring help when needed, money, and material necessary for

achieving the demands of the job (Krishan, 2007). It follows, and research supports, that when employees are given access to opportunities, information, support, and resources, and the ability to mobilize them as needed, they gain empowerment (Kanter, 1993).

Based on this premise fronted by Kanter's theory on structural empowerment and organization commitment, the study postulates that when employees are able to access the constructs of structural empowerment within their organizations: access to support, opportunity, resources and information they were committed to their roles within their organizations. Kanter believed that if employees within an organization perceived opportunities for success were present, the employees' attitude, job satisfaction, and overall organizational commitment was enhanced. In order for an employee to perceive that opportunity exists, the employee must be in a position that allowed access to resources, information, and support (Seibert, Gang & Stephen, 2011).

Kanter's (1977) theory of workplace empowerment places emphasis on the structural characteristics of the job in determining access to the structures of power and opportunity within the workplace, rather than personality traits. This is important as the structural characteristics of the job can be manipulated and changed, whereas individual personalities cannot. Based on Kanter's theory, structural empowerment aspects include access to resources, support, opportunities and information. Therefore, Kanter provides a framework which can be used by managers to enhance organizational commitment.

Thomas and Velthouse (1990) and Spreitzer (1992) developed a model that identifies four task assessments as a basis for psychological empowerment. These four dimensions of psychological empowerment are competence, meaning, self-

determination (choice), and impact, while the dimensions of structural empowerment access opportunities, resource and information, as well perceiving support. Vacharakiat (2008) created a relationship between structural empowerment, psychological empowerment (independent variables) and employee commitment (dependent variable) in her integrated model based on the Kanter's theory and the Thomas & Velthouse (1990) model.

Several studies (Chen & Chen, 2008; Adekunle *et al.*, 2014; Jha, 2010) have indicated a relationship between empowerment and commitment in organizations. Some of the available literature addresses the specific aspects of empowerment (structural and psychological) that form the basis of the relationship between employee empowerment and commitment which this study seeks to establish. Structural empowerment includes constructs such as access to information, perceived support, access to opportunities and access to resources. Components of psychological empowerment on the other hand include meaning cognition, competence cognition, self-determination cognition and impact cognition. Behavioural empowerment includes constructs such as efficacy in task performance, continuous improvement in job tasks and being involved in the organization.

This study was anchored on Kanter's theory of empowerment because it assumed that in hospitality industry there exist four structural empowerment dimensions: access to opportunity, information, resources, support, and opportunity. The hospitality industry expects positive future growth, effective flow of information among employees' and the organization as a whole. There is robust feedback and guidance from supervisors about employee's job and adequate resources are needed to accomplish organizational goals.

2.8.3 Social Cognitive Theory

Social Cognitive Theory (SCT) started as the Social Learning Theory (SLT) in the 1960s by Albert Bandura (Bandura, 1960). It developed into the SCT in 1986 and posits that learning occurs in a social context with a dynamic and reciprocal interaction of the person, environment, and behavior. The unique feature of SCT is the emphasis on social influence and its emphasis on external and internal social reinforcement. SCT considers the unique way in which individuals acquire and maintain behavior, while also considering the social environment in which individuals perform the behavior (LaMorte, 2016).

The Social Cognitive Theory comprises three reciprocal influences, namely; behaviour, cognitions, personal factor and the environment (Gist & Mitchell, 1992). Gist & Mitchell, (1992) postulate that Social Cognitive Theory is the belief in one's capabilities that provide the motivation to utilize cognitive resources and to take the necessary action to meet environmental demands. Billek-Sawbney and Reicherter (2004) described social cognitive theory as a triangle with each corner representing a factor: behaviour cognition, personal factors, and the environment. Behaviour can influence cognition and the environment; personal and cognitive factors may influence behaviour and the environment; and the environment may influence personal and cognitive factors or behaviour in a reciprocal manner.

The theory considers a person's past experiences, which factor into whether behavioral action will occur. These past experiences influence reinforcements, expectations, and expectancies, all of which shape whether a person will engage in a specific behavior and the reasons why a person engages in that behavior. Social Cognitive Theory (SCT) proposes that the environment, behavior, and personal and cognitive factors all interact as determinants of each other.

According to this theory, human functioning is described in terms of a number of basic capabilities: symbolizing capability, forethought capability, vicarious capability (ability to learn through observation/imitation/modeling others' behaviors and attitude), self-regulatory capability, and self-reflective capability. The key concepts of SCT can be grouped into five major categories: (1) psychological determinants of behavior (outcome expectations, self-efficacy, and collective efficacy), (2) observational learning, (3) environmental determinants of behavior (incentive motivation, facilitation), (4) self-regulation, and (5) moral disengagement. The goal of SCT is to explain how people regulate their behavior through control and reinforcement to achieve goal-directed behavior that can be maintained over time. The first five constructs were developed as part of the SLT; the construct of self-efficacy was added when the theory evolved into SCT.

Self-efficacy refers to the level of a person's confidence in his or her ability to successfully perform a behavior. Self-efficacy is unique to SCT although other theories have added this construct at later dates, such as the Theory of Planned Behavior. Self-efficacy is influenced by a person's specific capabilities and other individual factors, as well as by environmental factors (barriers and facilitators) (LaMorte, 2016).

A limitation of the theory is the assumption that changes in the environment will automatically lead to changes in the person, when this may not always be true. The theory is loosely organized, based solely on the dynamic interplay between person, behavior, and environment. It is unclear the extent to which each of these factors into actual behavior and if one is more influential than another (LaMorte, 2016). SCT considers many levels of the social ecological model in addressing behavior change of individuals. SCT has been widely used in promotion given the emphasis on the individual and the environment.

Social Cognitive Theory includes consideration of an individual's prior behavior, cognitions, social environment, and physical environment when predicting future behavior. Behavior change is initiated and maintained when persons feel that they are capable of executing the desired behavior (i.e., self-efficacy) and have a reasonable expectation that the behavior will result in a desired outcome (i.e., outcome expectations).

The SCT informed the study on the relevance of the proactive and self efficacy behavior of employees; who do their work willingly and with very little supervision and hence them being behaviorally empowered. The social and physical environment that one works in could also affect one's behavior. On the other hand, SCT being a belief in one's capabilities that provide the motivation to utilize cognitive resources and to take the necessary action to meet environmental demands, makes an employee to be aware psychologically first of his capabilities to perform the assigned duties effectively.

2.8.4 Three-Component Model of Commitment

This study adopted the three-component model of commitment developed by Meyer and Allen (1997), which arguably dominates organizational commitment research (Meyer *et al.*, 2002). This model proposes that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance commitment. Meyer & Herscovitch (2001) developed the three-component model of organizational commitment. Affective Commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. Normative Commitment reflects commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity. Continuance Commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization.

Allen and Meyer (1990) and Meyer and Allen (1991) argued that it is likely that the three conceptual different components of commitment have different antecedents and different implications for work relevant behaviour other than turnover. Based on this idea they created the three-component model of organizational commitment. The model is mainly based on induction, only a small part of the model is based on empirical evidence (Meyer & Allen, 1991). Up till now the three-component model is seen as the dominant model in organizational commitment (Bentein, Vandenberg, Vandenberghe, & Stinglhamber, 2005; Cohen, 2003; Greenberg & Baron, 2003).

In an attempt to synthesize organizational commitment research, Allen and Meyer (1990) and Meyer and Allen (1991) analyzed an extensive amount of commitment literature. In both reviews they define organizational commitment as a psychological state that characterizes the relationship that the employee has with the organization; a relationship that influences the decision of the employee to stay in or leave the organization. In the same articles they conceptualize three distinguishable components of commitment. The first component, affective commitment has three subcomponents: the emotional attachment to the organization, the identification with the organization and the involvement in the organization. Employees that have strong affective commitment want to stay employed in the organization. The second component, continuance commitment refers to perceived costs when the employee leaves the organization.

Employees with this kind of commitment stay employed in the organization because they need to. The third component, normative commitment concerns a perceived obligation to stay with the organization. Employees that have strong normative commitment stay in the organization because they believe they ought to. Allen and Meyer (1996) argued that there was enough evidence regarding the construct validity

of the three components of organizational commitment. Meyer, Stanley, Herscovitch and Topolnytsky (2002) showed that the three components of commitment are related yet distinguishable from one another.

Organizational commitment helps the employees to identify his/her goals with that of the organization and motivates the employees to remain with the organization (Mosadeghrad, Ferlie & Rosenberg, 2008). The term organizational commitment was first introduced by Mowday, Steers and Porter (1979) in management and organizational behavior sciences. Meyer and Herscovitch, (2001) presented the tri-component model consisting of affective component describing the emotional dependence of employees and positive attitude towards their organization; continuous commitment describing the esteem of employees to stay with the organization and normative commitment describing the employee's necessity to stay with the organization.

Based on the theoretical assumptions, the tri-component model of organizational commitment was found most suitable as it offers a deep understanding of the individual's psychology and its interaction with the organization (Ghosh & Swamy, 2014). This model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness (Meyer et al., 2002). Meyer and Allen (1997) provide a comprehensive overview of the theoretical lineage of this model.

This study was anchored on three-component model of commitment because it assumed that the hospitality industry needs to have committed employees in order to achieve performance and customer satisfaction. The commitment encompass affective, normative, and continuance commitment. The employees that have strong affective

commitment want to stay employed in the organization. There is perceived costs when the employee leaves the organization and employees have a perceived obligation to stay in the organization because they believe they ought to.

2.9 Conceptual Framework

The conceptual framework of this study was developed based on the theoretical underpinnings of the study as well as the theoretical models on employee empowerment and commitment. Employee commitment (dependent variable) was determined by the availability of empowerment dimensions (independent variable). Consequently, when the employees in the hotel sector are empowered they are able to access opportunities, resources and information, and they as well perceive support from the organization, and they also find meaning, competence, determination (choice), and impact in their work, resulting in commitment to the organization. This conceptualization was presented in the figure below.

It was also important to note that job characteristics had a moderating effect on the relationship between employee empowerment and commitment. Under the norm of reciprocity, employees with high perceptions on empowerment had a feeling of obligation to repay the organization in terms of commitment. In view of these findings, this study hypothesized that: Job characteristics had a moderating effect on the relationship between employee empowerment and commitment.

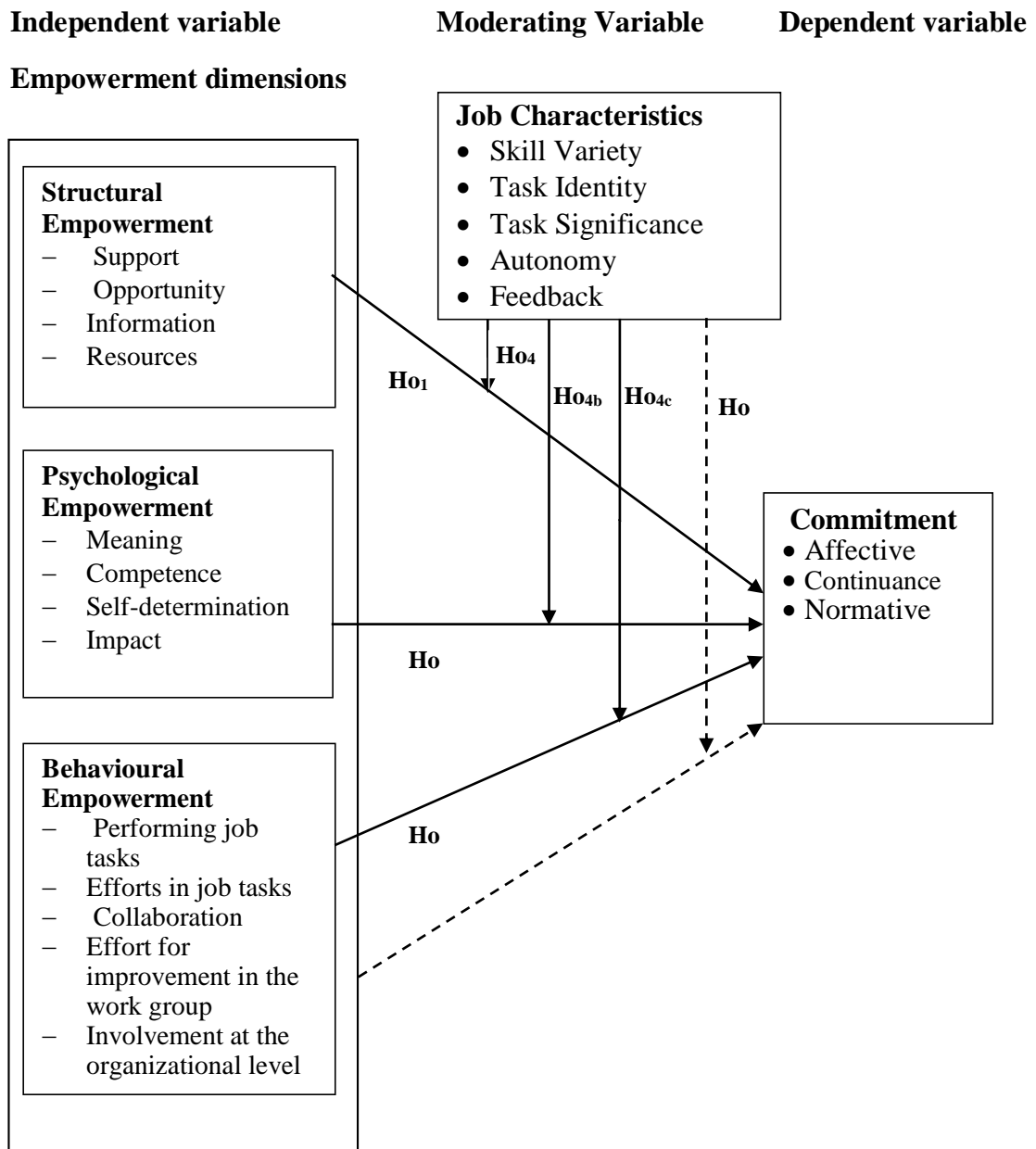


Figure 2.1: Conceptual Framework

Source: Adopted and modified from Kanter (1993); Spreitzer (1995); Boudrias and Savoie (2006); Hackman & Oldham (1980) and Allen & Meyer (1990).

2.10 Summary of the Chapter

Although the reviewed literature showed a relationship between empowerment and commitment, not all aspects of psychological, structural, and behavioural empowerment were found to have a relationship with employee commitment. Although the studies reveal an understanding on the relationship between employee empowerment and commitment, the general validity of these studies are not certain.

The empowerment dimensions that have effect on employee commitment according to the reviewed literature include structural empowerment (perceived support, access to opportunities, access to information and accesses to resources) and psychological empowerment (meaning cognition, competence cognition, self-determination cognition and impact cognition).

The literature review revealed some shortcomings especially in the dearth of information focusing on developing countries as well as the relationship between job characteristics and the effect of empowerment on employee commitment in hotel industry. This study established the moderating effect of job characteristics on the relationship between employee empowerment on commitment in the hotels in Kisumu.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents a detailed description and explanation of the methodological approach used in the study which includes the study area, research paradigm, research design, target population, sampling procedures. It also discusses data collection methods and instruments, data validity and reliability, pilot testing, data analysis and presentation, and ethical issues.

3.1 Study Area

The study was conducted in Kisumu City; Kenya, among selected star-rated hotels according to Tourism Regulatory Authority (TRA) hotel ratings. The choice of the study area was based on the fact that the region has many classified hotels in the Western Tourist Circuit of Kenya. Kisumu, is the principle port city of Western Kenya in Kisumu County, the immediate former capital of Nyanza province, and the headquarters of Kisumu County, covering 2,085.9Km² (Kisumu County, 2013).

Kisumu serves as the capital city of Kisumu County, Kenya and has a population of 397,957 as per the Kenyan 2019 census (Kenya National Bureau of Statistics, 2020). Kisumu serves as a trading and transportation hub for the Great Lakes region in western Kenya. Kisumu International Airport has regular flights to Nairobi and other neighboring cities such as Mombasa. According to the United Nations, it is now recognized in the year 2006 as a key city and a "Millennium City" – the first of its kind in East Africa (Millennium Cities Initiative, 2019).

Kisumu is the third largest city in Kenya, the second most important after Kampala in the greater Lake Victoria basin, characterized with pronounced cultural and ethnic

diversity among the residents, on the forefront in eco-tourism, a multi-ethnic, cosmopolitan, leading commercial trading, industrial administration and communication centre in the lake basin region a key market as well as the gateway to the landlocked countries of East Africa (Helen, Stephen et al., 2015).

The City of Kisumu was chosen because it is the largest and most important city in Western Kenya. The city is also the fastest intermediary growing city in Africa, with the rapid growth in the hotel industry and also recognized as the first millennium city in the world (UN, 2006). It has a rapid growth in the hotel industry due to ever-swelling population at a growth rate of 2.1 % (Helen et al., 2015), hence with a pronounced cultural and ethnic diversity, and specifically on food choices among the residents. The City has a total of 34 star rated hotels which form part of the target population.

3.2 Research Paradigm

This study was based on pragmatic research paradigm whose approach applies pluralistic means of acquiring knowledge about a phenomenon (Morgan, 2007). Creswell (2013) supports this and stated that, pragmatism makes it possible to work within the positivist and interpretivist paradigm, hence allowing the usage of multiple ways to answer research questions at hand. Mixed methods research design used in this study strongly goes in line with pragmatic views of tackling issues with a view of acquiring in-depth information.

Indeed, mixed methods provide the opportunity for presenting a greater diversity of divergent views. Quantitative research has typically been directed at theory verification, while qualitative research has typically been concerned with theory generation. Tashakkori and Teddlie (2010) also support this method and hence point out that it helps in answering questions which cannot be answered by qualitative and quantitative

approaches alone. A major advantage of using the mixed methods research in this study was to enable the researcher to answer confirmatory questions with regard to the research problem in question through the administration of closed ended questionnaires and interviews.

According to Best and Kahn (2007) closed ended questions yield quantitative data while interviews, observations and open-ended questions yield qualitative data which describe changes. Rating scales used in questionnaires provided quantitative data. This mixed method approach focusing on the value-based and action-oriented dimensions of each of the different inquiry and philosophical world views gave the ground on which methods and analysis decisions were made. The combination of the methods helps complement the advantages of each methodology with those of the others making a stronger research design that yielded more valid and reliable findings (Creswell, 2009). This therefore made the inadequacies of individual methods to be minimal and more threats to internal validity to be identified and addressed.

3.3 Research Design

Research design is a master plan that specifies the methods and procedures for collecting and analyzing information to answer research questions and this used explanatory and descriptive approaches (Zikmund et al., 2010). This study adopted explanatory design to explain the phenomena under study by testing hypotheses and by measuring relationships between variables. According to Saunders et al., (2011), studies that establish causal relationships between variables use explanatory design. The design is also deemed appropriate for the study as it allowed the study to be carried out in the natural settings and to employ probability sampling.

The design allowed for statistical inferences to be made on populations and permitted generalizations of findings (Frankfort-Nachmias & Nachmias, 2008). The explanatory design allows the use of questionnaires and thus use of inferential statistics in establishing the significance of the relationship between independent and dependent variables. This was quantitative in nature and hypotheses were tested by measuring the relationships between variables. The explanatory research design was suitable because the study was mainly concerned with quantifying a relationship or comparing groups purposely to identify a cause-effect relationship. A major advantage of using explanatory research design was that it enabled the researcher to answer the objectives of the study using questionnaires.

An explanatory sequential mixed methods design was also used. The design was the most straight forward mixed method approaches. The purpose of the explanatory sequential mixed methods design typically was to use qualitative results to assist in explaining and interpreting the findings of a primarily quantitative study. It can be especially useful when unexpected results arise from a quantitative study (Morse, 1991). An explanatory sequential mixed methods design (also called a two-phase model (Creswell & Clark, 2011), consists of first collecting quantitative data and then collecting qualitative data to help explain or elaborate on the quantitative results. The rationale for this approach is that quantitative data and results provide a general picture of the research problem; more analysis, specifically through qualitative data collection, is needed to explain the general picture.

The straightforward nature of this design is one of its main strengths. It is easy to implement because the steps fall into clear, separate stages.

3.4 Target Population

The target population consisted of employees drawn from the selected hotels. Target population refers to the group of people or study subjects who are similar in one or more ways and form the subject of the study in a particular survey (Kerlinger, 2003). Target population of a study is a group of individuals taken from the general population who share common characteristics and can be used to generalize certain phenomena in the star-rated hotels. The target population was 1372 non-managerial employees and 130 management employees from 34 star rated hotels.

Table 3.1: Target population

<i>Star rating</i>	Hotels	Subordinate Employees	Managerial (Managers)
Four	4	312	24
Three	8	400	40
Two	22	660	66
Total	34	1372	130

Source: TRA & Hotel Records, (2019)

3.5 Sampling Techniques

Sampling means selecting a given number of subjects from a defined population as representative of that population. The purpose of sampling is to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample. Sampling involves drawing of a target population for observation. It is appropriate when it is not feasible to involve the entire population under study.

3.5.1 Sample Size

Using Yamane's (1973) sample size formula at 95% confidence level, $P = 0.05$, the sample size for employees was computed as below:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = the sample size; N = the population size; e = the acceptance sampling error

$$n = \frac{1372}{1 + 1372(0.05)^2} = 310 \text{ employees}$$

From the target population of 1372 non-managerial employees, a sample size of 310 respondents was selected. With regard to the managerial employees, out of a target of 130, a sample size of 13 was used. This was 10% of the population, derived using a formula from Mugenda and Mugenda, (2008). A summary is presented in table 3.2.

Table 3.2 Sample Size determination

Star Rating	No of Hotels	Target Population	Non-Managerial		Managerial	
			Percentage	Sample	Target Population	Sample 10%
Four	4	312	22.74	70	24	3
Three	8	400	29.15	90	40	4
Two	22	660	48.10	149	66	6
Total	34	1,372	100.00	310	130	13

Source: Author computation, (2019)

3.5.2 Sampling Procedure

The study utilized multiple sampling techniques. Purposive sampling was used to select star rated hotels in Kisumu City. On the other hand, thirteen managers were also purposively selected from the selected hotels. Preference was given to operations managers as they dealt with the daily running of the hotel and therefore had close interactions with supervisors and employees. This technique allowed for selection of managers with adequate information to answer the objectives of the study. Since the population of star-rated hotels was small, census was done. This was followed by stratified sampling technique to divide the hotels according to the star rating with each forming a stratum. Stratified sampling technique provided a better comparison across the strata (Saunders et al., 2007).

Stratified random sampling was appropriate as it enabled the researcher to represent not only the overall population but also key sub-groups of the population. The employees were further stratified according to the key departments of the hotel. The specific departments were front office, housekeeping, food production and food and beverage service. To ensure equal chance of inclusion, simple random sampling was used to select the 310 employees who participated in the study.

3.6 Data Collection

The study used both primary and secondary data. Primary data was collected from the hotel employees through the structured questionnaires and from the supervisors/managers through an interview schedule. Secondary data was obtained through review of documentary data such as journal, theses, text books, government reports and from the internet. Data sought from secondary material included information on empowerment, job characteristics and employee commitment.

3.6.1 Questionnaire

The study used self-administered structured questionnaires which were easy to administer and did not require costly support of infrastructure and equipment (Uebersax, 2006). The questionnaires were filled by non-managerial employees. It provided the greatest sense of anonymity and a lower chance of biasness. All scales were previously developed in literature and were employed in their current form or modified to fit in the nature of the study. The variables were measured on a 5-point Likert scale anchored by: 1= strongly disagree/very dissatisfied to 5= strongly agree/very satisfied.

The respondents were asked to indicate the extent to which they agreed or disagreed with various statements. The questionnaire contained five sections labeled A-F. Section

A comprised of demographic questions, Section B comprised of structural empowerment, section C comprised of the psychological empowerment, section D comprised of behavioural empowerment, section E comprised of employee commitment and section F comprised of job characteristics.

3.6.2 Interview Guide

According to Kumar (2006), the advantages of using a structured interview is that the researcher is able to clarify any queries concerning the questions. An interview guide ensured that answers were reliably aggregated and allowed probing. The interviewer was more skilled at interviewing, in general, in terms of the strategies which are appropriate for eliciting responses (Tight, Hughes & Blaxter, 2006). A structured interview schedule (Appendix II) was used to gather information from supervisors and managers.

3.6.3 Data Collection Procedures

Before the actual data collection exercise took place, permission was sought from the Ministry of Higher Education, Science and Technology through the National Council for Science and Technology (NACOSTI) for a research permit. The permit was then presented to the Kisumu County Education Commissioner and to the managers of the selected hotels who then gave a go ahead. Data was collected using both questionnaires and interview schedules. The researcher took the managers and supervisors through the interview schedule, while data collected from employees using questionnaires was distributed by two research assistants using the drop and pick method under close supervision of the researcher. A period of two weeks was given for the employees to fill the questionnaire after which the filled questionnaires were collected.

3.7 Measurement of Variables

The variables to be measured included the dependent variable; employee commitment and three independent variables; structural, psychological, and behavioural empowerment. Job characteristics was measured as the moderating variable. A dependent variable is a process outcome that is predicted and/or explained by other variables. In this study, the dependent variable is employee commitment. Employee commitment was measured in three dimensions; affective, continuance and normative (Allen & Meyer, 1990).

In this study, the independent variables are three dimensions of empowerment which include structural, psychological and behavioural. Four constructs of Structural empowerment were assessed: Perceived support (4 items), Opportunity (4 items), Information (3 items), Resources (4 items) adopted and modified from Kanter, (1993). Four constructs of psychological empowerment were assessed: impact (4 items), self-determination (4 items), competence (4 items) and meaning (4 items) adopted from Spreitzer, (1995). Five constructs of Behavioural empowerment were assessed: efficacy in performing job tasks (5 items), improvement efforts in job tasks (5 items), effective collaboration (5 items), effort for improvement in work group (5 items) and involvement at the organizational level (5 items) using indicators from Boudrais and Savoie, (2006). The measurement of the moderating variable, job characteristics was conducted using Job Diagnostic Survey (JDS) developed by Hackman & Oldham (1980). The JDS has five core job characteristics dimensions: skill variety (SV), task identity (TI), task significance (TS), autonomy (AU) and feedback (FB) using 15 items.

Table 3.3: Measurement of variables

<i>Variable</i>	<i>Type of Variable</i>	<i>Indicators</i>	<i>Scale Adopted & Modified</i>	<i>Theory</i>
Structural Empowerment	Independent	<ul style="list-style-type: none"> • Perceived support • Access to opportunity • Access to information • Access to resources 	Kanter (1993)	- Kanter's Empowerment Theory -SCT
Psychological Empowerment	Independent	<ul style="list-style-type: none"> • Meaning • Competence • Self-determination 	Spreitzer (1995)	-Social cognitive Theory
Behavioral Empowerment	Independent	<ul style="list-style-type: none"> • Impact • Performing job tasks • Efforts in job tasks • Collaboration • Improvement in work group • Involvement at organizational level 	Boudrias and Savoie (2006)	- Social cognitive Theory
Job Characteristics	Moderating	<ul style="list-style-type: none"> • Skill variety • Task identity • Task significance • Autonomy, and • Feedback. 	Hackman and Oldham (1980)	Job characteristics theory
Employee Commitment	Dependent	<ul style="list-style-type: none"> • Affective • Normative • Continuance 	Allen & Meyer (1990)	Three-Component Model of Commitment

Source: Literature review, (2019)

3.8 Reliability and Validity of Instrument

Before the actual data collection exercise took place, the researcher undertook a preliminary survey in other hotels that did not participate in the study, to familiarize with the study area. Piloting of the instruments was done using respondents from star rated hotels in Eldoret town with similar characteristics with the study area.

The pilot study was conducted in Eldoret town to refine the questionnaire, identify loopholes in the questionnaire and anticipate any logistical problems during the actual survey. This was done by administering the questionnaires to the identified pilot unit.

The purpose of the pilot study was to enable the researcher to ascertain the reliability and validity of the instruments, and to familiarize with the administration of the questionnaires. Reliability and validity are important confidence measures in any research results.

3.8.1 Reliability

Regardless of the research procedure used and the method employed, researchers need to critically assess to what extent it is likely to consistently and accurately measure what it ought to. Reliability means the statistical consistency of a measure of a particular construct (Heale & Twycross, 2015). Reliability tests aim at ascertaining the degree to which data collection techniques, such as questionnaires, surveys and analysis procedures return dependable findings (Saunders et al., 2016). To analyze the reliability of instrument results, the Cronbach's Alpha coefficient was adopted to ascertain internal consistency amongst questionnaire items. Internal consistency hence supports the need for items within the test to be inter-related.

The questionnaires were assessed for their reliability through a pilot study conducted in selected star rated hotels in Eldoret town that enabled the researcher to assess the clarity of the questionnaire items. The items which were inadequate or vague were modified to improve the quality of the research instrument, thus increasing its reliability. The researcher administered the instrument during pilot study. After obtaining the information it was coded into the statistical package for social science and the reliability analysis done using Cronbach's Alpha Coefficient. Cronbach's Alpha Coefficient was computed for each item to determine the reliability of the research instrument Table 3.4. The results indicated the Cronbach's Alpha Coefficients of study variables were as follows; Structural Empowerment was .801, Psychological empowerment was .850, Behavioral empowerment was .843, Employee commitment

was .831, Job characteristics was .825 and the overall Cronbach's Coefficient Alpha was 0.927. From the results it was established that all the variables considered had Cronbach's alpha (α) coefficient of above 0.7.

Table 3.4 Reliability Statistics

Constructs	Cronbach's Alpha	Number of Items
Structural Empowerment	.801	22
Psychological empowerment	.850	27
Behavioral empowerment	.843	25
Employee Commitment	.831	18
Job characteristics	.825	15
Overall	.927	107

Source: Research Data (2019)

The Cronbach's alpha (α) coefficient used for reliability test value should be above 0.7 to be adopted as a satisfactory level (Bryman, 2012). However, the overall Cronbach's Coefficient Alpha of the 107 items in the instrument was 0.927. A reliability of Cronbach's Coefficient Alpha of 0.7 or over was assumed to reflect the internal reliability of the instruments.

3.8.2 Validity

Validity is the extent to which a construct measures what it is supposed to measure (Zikmund et al., 2010). Some of the proposed techniques for validating study results include construct validity, content validity, face validity, and criterion-related validity. Consequently, construct validity, face validity, and content validity were used in validating the survey instrument results.

The research instruments were assessed through careful personal judgment which involved asking participants during piloting their opinion on whether the questionnaire items were well constructed (Shuttleworth, 2009). Before piloting, the instrument (questionnaire) had been reviewed by the research supervisors to check for vocabulary,

language level, and how well the questions would be understood. Based on the comments, the research instrument was revised accordingly to reflect the level of clarity that allowed the correct measurement of the phenomenon under study.

The content validity involved the extent to which the research instrument captured all aspects of the constructs to be measured (Heale & Twycross, 2015). It also considered how appropriate the items were used in measuring the constructs. According to Borg and Gall (2003) content validity of an instrument is improved through expert judgment. To determine content validity of the instrument, the researcher sought suggestions from a panel of lecturers at the School of Tourism Hospitality and Events Management at Moi University. To ensure content validity, discussions were held with experts during the questionnaire formulation stage to ensure that the measures included an adequate and representative set of items that tapped the content. The experts included supervisors, lecturers and colleagues from the department.

To ascertain content validity of the research instrument at the onset, experts in hospitality were requested to check for relevance of the instrument for the aim of study, relevance of measurement variables, appropriateness of the questions in the instrument to the respondent, clarity of the language used and items and questions (Ogula, Ogoti & Maithya, 2018). Their feedback was utilized in the revision and improvement of the survey instrument before its use for the actual study.

Construct validity refers to how well a research instrument measures what it is supposed to measure (Heale & Twycross, 2015). Put differently, it measures how statistically meaningful the items are in measuring a construct. This form of validity was established through the statistical measurements in this research. Any inconsistencies between

measurements and theoretical expectations meant that the data did not accurately reflect or represent the concept under study and hence lack of construct validity.

3.9 Data Analysis

After data collection, the researcher conducted data cleaning, which involved identification of incomplete or inaccurate responses then correcting them to improve the quality of the responses. This involved inspection and editing for completeness, coding and accumulation of missing data. The data was categorized, coded and entered in the computer for analysis using the Statistical Package for Social Sciences (SPSS) V26. The data from the interview schedule was analyzed using content analysis. Data from questionnaires was analyzed using both descriptive and inferential statistical methods. Descriptive statistics consisted of mean, and standard deviation. Inferential statistics consisted of Pearson Product Correlation coefficient, multiple regression analysis and Process macro. Data was subjected to correlation and regression analysis with the aid of Statistical Package for Social Sciences (SPSS V26).

3.9.1 Factor analysis

Factor analysis was used to actualize data reduction by looking for groups among the inter-correlations of the sets of variables which best explained the latent construct. The analysis process involved taking large sets of measurement variables and seeking out options of summarizing the data into smaller sets of factors or components (Pallant, 2005). Exploratory factor analysis (EFA) was used in data analysis to gather information about (explore) the interrelationships among a set of variables. The SPSS 21.0 software explored the independent, dependent and moderator variable items to uncover the underlying structure of the relatively large set of measurement variables. The initial assumption was that any of the measurement variables could be associated with any of the constructs or factors. Hence for EFA, there was no prior theory, thus

factor loadings were used to intuit the factor structures of the data. The major limitation of EFA was in its simplicity and inability to provide reliable inference.

To assess the factorability of the data, two statistical measures generated by SPSS 21.0 were used; Bartlett's test of sphericity (Bartlett, 1954), and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (Kaiser, 1970, 1974). KMO measure of sampling adequacy varies between 0 and 1, and when Eigen values are closer to 1 it is considered better. A minimum value of 0.6 is suggested for good factor analysis. Bartlett's Test of Sphericity on its part tested the null hypothesis that the correlation matrix was an identity matrix.

Bartlett's test of sphericity measure was required to be significant ($p < 0.05$) for the factor analysis to be considered appropriate (Costello & Osborne, 2005; Tabachnick & Fidell, 2013), with all factor loadings expected to be above the 0.5 cut-offs for acceptable loadings (Truong & McColl, 2011). Taken together, these tests provided a minimum standard that was to be passed before factor analysis (or a principal component analysis) could be conducted (Hadi, Abdullah & Sentosa, 2016).

The Principal Components factor analysis (PCA) technique was used in EFA to reduce the number of measurement variable, while at the same time retaining as much of the information in the original data set. Accordingly, as anticipated, PCA was able to reduce the factors and also identify strong patterns in the data sets (Hair et al., 2014). The PCA technique is recommended when the primary concern is to determine the minimum number of factors that account for maximum variance in the data for use in subsequent multivariate analysis making it suitable for this study.

After the initial extraction of component factors, a choice had to be made on the rotation method. This study used the PCA method to calculate factors with Varimax rotation

method. The procedure entailed SPSS 26.0 building a column for each factor extracted and then placing the scores of the factors for each subject inside the column. Once placed in the columns, the scores were then used to identify groups of subjects. Ultimately, all items that were loading below 0.50 were deleted while those with more than 0.50 loading factor were retained, summed up to create a score that was subjected to inferential analysis (Hair et al., 2006).

3.9.2 Correlation Analysis

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured variables. This particular type of analysis is useful when a researcher wants to establish if there are possible connections between variables. For this research the variables are empowerment dimensions (independent variable) and commitment (dependent variable). The direction of the relationship is indicated by the sign of “r”, and its degree was determined by the value of coefficient.

Positive values indicate that both variables rise or decline together. Correlation coefficient indicates the strength of the relationship and when it is between 0 and 0.20, the relationship is very weak, when it is between 0.20 and 0.40, the relationship is weak, when it is between 0.40 and 0.60, the relationship is average, when it is between 0.60 and 0.80, the relationship is strong and when it is between 0.80 and 1, the relationship is very strong (Aziz and Çevik, 2005).

Pearson’s correlation assumptions were required for it to give a valid result. In practice, checking for these four assumptions was done using SPSS Statistics. Assumption 1: Two variables were measured at the interval or ratio level (they are continuous). Assumption 2: There was a linear relationship between the two variables. There are a

number of ways to check whether a linear relationship exists between your two variables. Instead, the relationship between two variables was better described by another statistical measure. Assumption 3: There should be no significant outliers. Assumption 4: The variables should be approximately normally distributed.

3.9.3 Multiple Regressions

Multiple regressions is an extension of simple linear regression. It was used to predict the value of a variable based on the value of two or more other variables. The variable predicted was the dependent variable. The variables used to predict the dependent variable was the independent variable. Multiple regressions are parametric statistics used since the data adheres to the following assumptions or parameters (Field, 2009): data must be on interval level, a linear relationship exists, distribution normal, outliers were identified and omitted. Data was presented by use of tables and graphs. Multiple regression analysis was used to test the Hypotheses.

The assumptions of multiple regression identified as of primary concern in the research included; linearity, homoscedasticity, normality, and collinearity. Normality assumption is based on the shape of normal distribution and gives the researcher knowledge about what values to expect (Keith, 2006). The researcher tested this assumption using visual inspection of data plots, skewness, kurtosis, and P-Plots (Osborne & Waters, 2002). Normality was further checked through histograms of the standardized residuals.

Linearity is established using multiple regressions to estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). Examination of the residual plots showing the standardized residuals vs. the predicted values is useful in detecting violations in linearity (Stevens, 2009).

Residual plots showing the standardized residuals and the predicted values were used to establish linearity.

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that the study assumed that errors are spread out consistently between the variables (Keith, 2006). Homoscedasticity was checked using visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). Homoscedasticity was checked using the standardized residual scatter plot. The results showed whether standardized residuals concentrated in the centre (around 0) and whether their distribution was rectangular.

Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables (Keith, 2006). Statistical software packages such as SPSS include collinearity diagnostics that measure the degree to which each variable is independent of other independent variables. Tolerance and VIF statistics were used to carry out the diagnosis (Keith, 2006).

To determine the influence of the independent variables on the dependent variable as captured by the null hypotheses H01, H02, H03, a multiple regression was undertaken using multiple regression models as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots\dots\dots \text{Model 1}$$

Where

- Y: Employee commitment
- X₁: Structural empowerment
- X₂: Psychological empowerment
- X₃: Behavioural empowerment
- β₀: Constant
- β₁ – β₃: Regression coefficients
- e: Error term

To test hypothesis Ho4 PROCESS macro was used using models 2, 3, 4 and 5 as summarized below;

$$Y = \beta_0 + \beta_1 X + \beta_2 W_1 + e \dots \dots \dots \text{Model 2}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 W_1 + \beta_3 X_1 \cdot W_1 + e \dots \dots \dots \text{Model 3}$$

$$Y = \beta_0 + \beta_1 X_2 + \beta_2 W_1 + \beta_3 X_2 \cdot W_1 + e \dots \dots \dots \text{Model 4}$$

$$Y = \beta_0 + \beta_1 X_3 + \beta_2 W_1 + \beta_3 X_3 \cdot W_1 + e \dots \dots \dots \text{Model 5}$$

Where:

Y: Employee commitment

X: Empowerment

X₁: Structural empowerment

X₂: Psychological empowerment

X₃: Behavioural empowerment

W₁: Job characteristics

β₀: Constant

β₁ – β₃: Regression coefficients

e: Error term

Table 3.4: Summary of data analysis Techniques

<i>Objectives</i>	<i>Hypotheses</i>	<i>Analytic Model</i>	<i>Hypothesis Test</i>
Objective 1: To examine the relationship between structural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya	H0₁: There is no significant relationship between structural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.	$Y = \beta_0 + \beta_1 X_1 + e$ $Y =$ Employee commitment $\beta_0 =$ Constant term $\beta_1 =$ Beta coefficient $X_1 =$ Structural empowerment $e =$ Error term	H₀₁: $\beta_1 = 0$ H_a: $\beta_1 \neq 0$ Reject H ₀₁ if p-value is ≤ 0.05 , Otherwise do not reject at 5% significance level
Objective 2: To determine the relationship between psychological empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.	H0₂: There is no significant relationship between psychological empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.	$Y = \beta_0 + \beta_2 X_2 + e$ $Y =$ Employee commitment $\beta_0 =$ Constant term $\beta_2 =$ Beta coefficient $X_2 =$ Psychological empowerment $e =$ Error term	H₀₂: $\beta_2 = 0$ H_a: $\beta_2 \neq 0$ Reject H ₀₂ if p-value is ≤ 0.05 , Otherwise do not reject at 5% significance level
Objective 3: To establish the relationship between behavioural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya	H0₃: There is no significant relationship between behavioural empowerment and employee commitment in selected star rated Hotels in Kisumu City, Kenya.	$Y = \beta_0 + \beta_3 X_3 + e$ $Y =$ Employee commitment $\beta_0 =$ Constant term $\beta_3 =$ Beta coefficient $X_3 =$ Behavioral empowerment $e =$ Error term	H₀₃: $\beta_3 = 0$ H_a: $\beta_3 \neq 0$ Reject H ₀₃ if p-value is ≤ 0.05 , Otherwise do not reject at 5% significance level
Objective 4a: To determine the moderating effect of job characteristics on the relationship between Structural empowerment and employee commitment in selected star rated Hotels in Kisumu City, Kenya	H0_{4a}: There is no significant moderating effect of job characteristics on the relationship between Structural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.	$Y = \beta_0 + \beta_1 X_1 + \beta_2 W_1 + \beta_3 X_1 \cdot W_1 + e$ $Y =$ Employee commitment $X_1 =$ Structural empowerment $W_1 =$ Job characteristics $\beta_0 =$ Constant $\beta_1 =$ Regression coefficients $e =$ Error term	H_{04a} $\Delta R^2 = 0$ H_a: $\Delta R^2 \neq 0$ Reject H _{04a} if p-value is ≤ 0.05 , Otherwise do not reject at 5% significance level

<p>Objective 4b: To determine the moderating effect of job characteristics on the relationship between Psychological empowerment and employee commitment in selected star rated Hotels in Kisumu City, Kenya</p>	<p>H0_{4b}: There is no significant moderating effect of job characteristics on the relationship between Psychological empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.</p>	<p>$Y = \beta_0 + \beta_1 X_1 + \beta_2 W_1 + \beta_3 X_3 + W_1 + e$ $Y =$ Employee commitment $X_2 =$ Psychological empowerment $W_1 =$ Job characteristics $\beta_0 =$ Constant $\beta_2 =$ Regression coefficients $e =$ Error term</p>	<p>H_{04b} $\Delta R^2 = 0$ H_a: $\Delta R^2 \neq 0$ Reject H_{04b} if p-value is ≤ 0.05, Otherwise do not reject at 5% significance level</p>
<p>Objective 4c: To determine the moderating effect of job characteristics on the relationship between Behavioural empowerment and employee commitment in selected star rated Hotels in Kisumu City, Kenya</p>	<p>H0_{4c}: There is no significant moderating effect of job characteristics on the relationship between behavioural empowerment and commitment in selected star rated Hotels in Kisumu City, Kenya.</p>	<p>$Y = \beta_0 + \beta_1 X_3 + \beta_2 W_1 + \beta_3 X_3 + W_1 + e$ $Y =$ Employee commitment $X =$ Empowerment $X_3 =$ Behavioural empowerment $W_1 =$ Job characteristics $\beta_0 =$ Constant $\beta_3 =$ Regression coefficients $e =$ Error term</p>	<p>H_{04c} $\Delta R^2 = 0$ H_a: $\Delta R^2 \neq 0$ Reject H_{04c} if p-value is ≤ 0.05, Otherwise do not reject at 5% significance level</p>

Source: Author (2019)

3.9.4 Process macro

The process macro was developed by Andrew Hayes (Hayes, 2018) and is very convenient for conducting a number of different types of regression analyses that involve moderation and mediation. A macro is a syntax file that contains an elaborate set of syntax commands and is stored on a computer. For simple moderation models (model=1 is the simplest form), the process macro automatically centered the variables. Of primary focus in the moderation model is the coefficient for the product of the independent variable and the moderator and its test of significance. PROCESS displays the proportion of the total variance in the outcome uniquely attributable to the interaction, as well as a test of significance, in the section of output labeled, R-square increase due to interaction. This was equivalent to the change in R² when the product is added to the model.

The outcome of this test is the same as that for the test of the null hypothesis in that the regression coefficient for the product equals zero. For continuous moderators, the conditional effects of X were estimated when the moderator is equal to the mean as well as plus and minus one standard deviation from the mean. PROCESS also allowed the analyst to select any desired value of the moderator at which to estimate the conditional effect of X. When probing an interaction involving a continuous moderator, the mean, one standard deviation above the mean, and one standard deviation below the mean were commonly used as definitions of moderate, relatively high, and relatively low on the moderator, respectively.

The interaction term was computed and the regression model run, with the interaction term and then simple slopes tested. It does not provide standardized coefficients for this type of model and it does not plot the simple slopes. It provided plot points, which was used for creating a scatterplot in SPSS of the simple slope groups. PROCESS also offers

an output option which aided in the construction of a visual representation of the interaction. Data for visualizing the conditional effect of X on Y are based on the mean centered metric because the mean centering option was used in the command line. These values can then be plugged into the graphing program to generate a visual depiction of the interaction.

3.9.5 Content Analysis

Content analysis is a general term for a number of different strategies used to analyze text (Powers & Knapp, 2006). It is a systematic approach used for categorizing large amounts of textual information to determine trends and patterns of words used, their frequency, their relationships, and the structures and discourses of communication (Pope et al., 2006; Gbrich, 2007). Content analysis was used to analyze the qualitative data and its primary aim was to describe the phenomenon in a conceptual form.

The use of content analysis viewed data as representations not of physical events but of texts and expressions that are interpreted and acted on their meanings and therefore analyzed (Krippendorff, 2004). Content analysis used a descriptive approach in both the data and its interpretation of qualitative counts. The purpose of content analysis was to describe the characteristics of the document's content by examining who says what, to whom, and with what effect (Bloor & Wood, 2006). Frequent occurrence of content indicated its greater importance, but reflects the greater willingness or ability to talk at length about the topic (Shields & Twycross, 2008).

3.10 Ethical Considerations

Ethical values can be highly influenced by one's moral standards (Zikmund et al., 2010). The researcher explained to the respondents the purpose of the study and assured them of the confidentiality of the information they gave. This aimed at securing

cooperation from respondents and facilitated the collection of data. The researcher also maintained objectivity during data collection, analysis and report stages. These ethical considerations are supported by various authors (Zikmund et al., 2010). In addition, the researcher obtained a research permit from National Commission for science, technology and innovation (NACOSTI) to conduct the study. Anonymity was maintained by not taking or mentioning individual's or hotel name in the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents the data analysis, presentation and interpretation of findings on the moderating effect of job characteristics on the relationship between employee empowerment and commitment in selected star rated hotels in Kisumu City, Kenya. The chapter describes the data analysis methods applied in order to achieve the study objectives. The data analysis was out carried based on the research objectives.

This chapter also presents the findings as follows; demographic characteristics of the respondents, descriptive analysis of independent and dependent variables, reliability and validity of results and inferential analysis (Pearson Product moment correlation coefficient, multiple regression and hierarchical multiple regression). The content analysis was also presented.

4.1 Response Rate

Data was collected from subordinate employees drawn from selected star rated Hotels in Kisumu City. A total of three hundred and ten questionnaires were issued; out of which two hundred and sixty eight were filled and returned which represents a response rate of 86.45%. The response rate is represented in Table 4.1

Table 4.1 Response Rate Questionnaire

	Count	Percentage
Returned	268	86.45
Non-returned	42	13.55
Total	310	100

This resulted to 86.45% overall response rate. The response rate for the study was within the recommended levels as argued by Nyamjom (2013), who stated that a

response rate of 75% is considered excellent and a representative of the population. The achieved response rate of 86.45% was more than 75%. The high response rate was attributed to self-administration of the questionnaires applied by the researcher from which the intended respondents were notified prior to the date of data collection. Follow-up calls to clarify questions were made thus enhancing the high response rate.

4.2 Demographic Characteristics

The study sought to determine the demographic characteristics of the respondents who participated in the study which included gender, marital status, experience, department, age, education, income and working status. This was important in explaining the variations in respondents' demographic characteristics summarized in Table 4.2. 52.6% (141) of the research participants were female, with male being 47.4% (127) of the sample. The results indicated that there were more female subordinate employees working in the selected star rated Hotels in Kisumu City.

57.5 % (154) participants were married; 103 (38.4 %) single, while 8 (3%) divorced and the least 3 (1.1%) separated. This finding indicated that majority of non-managerial employees working in selected star rated Hotels in Kisumu City were married. Regarding working experience of non-managerial employees, the findings showed that 110 (41%) had between one and five years of experience; 76 (28.4%) had below one-year experience, while 54 (20.1%) had between 6 and 10 years of experience and the least 28 (10.4%) having above 10 years of working experience. The findings showed that most of the non-managerial employees working in selected star rated Hotels in Kisumu City had less than 6 years of experience.

Regarding non-managerial employees' department, the findings showed that 68 (25.4%) were drawn from front office department; 79 (29.5%) from housekeeping, 63 (23.5%)

from food and beverage service and 58(21.6%) from food and beverage production section. The findings showed that the non-managerial employees were selected from various departments of star rated Hotels in Kisumu City. With regard to age, 128(47.8%) were in the age bracket of 26 and 35 years, 71 (26.5%) between 36 and 45 age years bracket, while 63 (23.5%) between 18 and 25 age years bracket, and 5(1.9%) were aged between 46 and 55 years with the least being (0.4%) over 55 years. The findings implied that most hotel employees were aged above 26 years.

With respect to education level, 35.4% (95) of the employees had diploma qualification, 34.7 % (93) had certificate qualification, 19.8% (53) had degree qualification, 9.3 % (25) had secondary education while the least 0.7% (2) had postgraduate qualification. The findings indicated that majority of the non-managerial employees selected from various departments of star rated Hotels in Kisumu City had a diploma as the highest level of education.

Table 4.2: Demographic Characteristics of non-managerial employees

Characteristic	Category	Frequency	Percent	Cumulative Percent
Gender	Male	127	47.4	47.4
	Female	141	52.6	100.0
	Total	268	100.0	
Marital status	Married	154	57.5	57.5
	Single	103	38.4	95.9
	Divorced	8	3.0	98.9
	Separated	3	1.1	100.0
	Total	268	100.0	
Experience	<1 year	76	28.4	28.4
	1-5 years	110	41.0	69.4
	6-10 years	54	20.1	89.6
	>10 years	28	10.4	100.0
	Total	268	100.0	
Age group	18-25 years	63	23.5	23.5
	26-35 years	128	47.8	71.3
	36-45 years	71	26.5	97.8
	46-55 years	5	1.9	99.6
	Over 55 years	1	.4	100.0
	Total	268	100.0	
Education Level	Secondary	25	9.3	9.3
	Certificate	93	34.7	44.0
	Diploma	95	35.4	79.5
	University	53	19.8	99.3
	Postgraduate	2	.7	100.0
	Total	268	100.0	
Income	<10,000	23	8.6	8.6
	10,001-15,000	71	26.5	35.1
	15,001-20,000	59	22.0	57.1
	Over 20,001	115	42.9	100.0
	Total	268	100.0	
Department	Front office	68	25.4	25.4
	House keeping	79	29.5	54.9
	Food and Beverage service	63	23.5	78.4
	Food and Beverage production	58	21.6	100.0
	Total	268	100.0	
Job status	Permanent	137	51.1	51.1
	Contract	93	34.7	85.8
	Casual	38	14.2	100.0
	Total	268	100.0	

Source: Data Analysis (2019)

The findings revealed that 115(42.9%) earned over 20,000, 71 (26.5%) earned between Kenya shillings 10,000 and 15,000, while 59(22%) earned between 16,000 and 20,000, and the least, 23(8.6%) earned below 10,000 shillings. 51.1 %(137) of the respondents were on permanent job status, 93(34.7%) on contract, and the least 38 (14.2%) were

casual employees. This indicated that majority of the non-managerial employees working in star rated Hotels in Kisumu City were on permanent employment.

From the interviews, the respondents involved were drawn from; sales and marketing, housekeeping department, sales executive/front office, front office manager and general manager. From the interviews it was found that the highest level of education of managers working in selected hotels was master's degree in hotel management and most of them had a bachelor's degree in marketing and hotel management. From the interviews it was found that majority of the managers working in the selected hotels had more than 5 years work experience and a few of them had worked for more than 8 years and less than 2 years.

4.3 Descriptive Statistics

Descriptive statistics were used to give meaningful description of the quantitative data collected from the questionnaires. Responses were elicited on a 5-point likert scale of 1-5 where: 1-strongly disagree; 2-disagree; 3-neutral; 4-agree; 5-strongly agree. Analysis of the response mean scores was conducted on the continuous scale <1.5 represents strongly disagree; with 1.5-2.5 disagree; while 2.5-3.5 given neutral; with 3.5- 4.5 being agree and finally >4.5 represented strongly agree.

4.3.1 Descriptive statistics for structural empowerment

Before examining the relationship, a quantitative analysis of questionnaire responses was conducted to identify respondents' perception on structural empowerment and commitment. A total of 27 statements were used to determine the structural empowerment and responses elicited on a 5-point likert scale as shown in Table 4.3. The variable structural empowerment comprised of four sub-variables: perceived support, access to opportunity, access to information and access to resources.

73.5% (197) of the respondents agreed that they received feedback and guidance from superiors, peers, and subordinates, 36(13.4%) were neutral and 35(13.1%) disagreed ($M=3.86$; $SD=1.04$). Most of the respondents 193(72%) agreed that the work environment acknowledged their achievements and success, 37 (13.8%) disagreed and 38(14.2%) were neutral ($M=3.81$; $SD=1.07$). 205(76.5%) of the respondents agreed that they received helpful hints or problem-solving advice from their colleagues, 20(7.5%) disagreed and 43(16%) were neutral ($M=3.96$; $SD=0.95$).

Most of the respondents 160(59.7%) agreed that they were rewarded for their work effort, 53(19.8%) disagreed and 55(20.5%) were neutral ($M=3.60$; $SD=1.22$). 177(66.1%) of the respondents agreed that colleagues valued their contribution, 59 (22%) were neutral and 32(11.9%) disagreed ($M=3.80$; $SD=1.07$). Most of the respondents 171(63.8%) agreed that the hotel provided emotional support by listening to them, 32 (12%) disagreed and 65(24.3%) were neutral ($M=3.71$; $SD=1.05$).

65.3% (175) of the respondents agreed that supervisors were concerned about their work-life demands as necessary, 54(20.2%) disagreed and 39(14.6%) were neutral ($M=3.57$; $SD=1.20$). Most of the respondents 165(61.6%) agreed that they were valued by their supervisor, 52(19.4%) disagreed and 51(19%) were neutral ($M=3.63$; $SD=1.22$). 52.6% (141) of the respondents agreed that their job provided them with substantial freedom and independence to schedule their work, 50(18.7%) were neutral and 77(28.7%) disagreed ($M=3.31$; $SD=1.25$).

Most of the respondents 176(65.7%) agreed that the job offered them opportunities to participate in projects with increased responsibilities, 46(17.1%) disagreed and 46(17.2%) were neutral ($M=3.68$; $SD=1.09$). 73.9%(198) of the respondents agreed

that they had chances to gain new skills and knowledge on the job, 30(11.2%) disagreed and 40(14.9%) were neutral ($M=3.99$; $SD=1.15$).

139(51.9%) of the respondents agreed that the job offered them chances for promotion, 67(25%) disagreed and 62(23.1%) were neutral ($M=3.46$; $SD=1.33$). 64.2 % (172) of the respondents agreed that the job offered them benefits and rewards for achievement of better results, 49(18.3%) were neutral and 47(17.6%) disagreed ($M=3.74$; $SD=1.21$). 47.8%(128) of the respondents agreed that the job offered them chances for training, 115(42.9%) disagreed and 25(9.3%) were neutral ($M=3.01$; $SD=1.46$).

78% (209) of the respondents agreed that they had access to sources of information within the hotel, 24(9%) disagreed and 35(13.1%) were neutral ($M=3.98$; $SD=1.06$). 69.8%(187) of the respondents agreed that they shared information regarding the job with their colleagues, 19(7.1%) disagreed and 62(23.1%) were neutral ($M=3.88$; $SD=0.95$). 50%(134) of the respondents agreed that they participated in decision-making in their department, 50 (18.7%) were neutral and 84(31.3%) disagreed ($M=3.20$; $SD=1.34$).

63.5%(170) of the respondents agreed that they were well informed about the hotel's goals and objectives, 55 (10.5%) disagreed and 41(15.3%) were neutral ($M=3.72$; $SD=1.32$). 79.5%(213) of the respondents agreed that they received information from their supervisor regarding their work often, 14(5.2%) disagreed and 41(15.3%) were neutral ($M=4.14$; $SD=0.94$).

78.4 % (210) of the respondents agreed that they often received information about their department's performance, 19(7.1%) disagreed and 39(14.6%) were neutral ($M=3.96$; $SD=0.94$). 78.3 % (210) of the respondents agreed that they were informed about matters affecting their job, 33(12.3%) were neutral and 25(9.3%) disagreed ($M=3.93$;

$SD=0.99$). Most of the respondents 214(79.8%) agreed that they had adequate time to complete their work, 24 (8.9%) disagreed and 30(11.2%) were neutral ($M=4.04$; $SD=1.01$).

52.9 %(142) of the respondents agreed that they had influence in their department to bring the required materials/ equipment, 72(26.9%) disagreed and 54(20.1%) were neutral ($M=3.21$; $SD=1.17$). Most of the respondents 176(65.7%) agreed that there was adequate material in the department to facilitate their job, 52(19.4%) disagreed and 40(14.9%) were neutral ($M=3.63$; $SD=1.23$).

Table 4.3: Descriptive statistics on Structural empowerment

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev	α
	F	%	F	%	F	%	F	%	F	%			
I receive feedback from superiors, peers, and subordinates.	8	3.0	27	10.1	36	13.4	121	45.1	76	28.4	3.86	1.04	.891
The work environment acknowledges my achievements and success.	11	4.1	26	9.7	38	14.2	121	45.1	72	26.9	3.81	1.07	.892
I receive helpful hints or problem-solving advice from their colleagues.	8	3.0	12	4.5	43	16.0	126	47.0	79	29.5	3.96	0.95	.890
I am rewarded for my work effort.	20	7.5	33	12.3	55	20.5	85	31.7	75	28.0	3.60	1.22	.891
Colleagues value my contribution.	10	3.7	22	8.2	59	22.0	98	36.6	79	29.5	3.80	1.07	.891
The hotel provides emotional support by listening to me.	12	4.5	20	7.5	65	24.3	108	40.3	63	23.5	3.71	1.05	.892
My supervisor is concerned about my work-life demands as necessary.	24	9.0	30	11.2	39	14.6	118	44.0	57	21.3	3.57	1.20	.893
I am valued by my supervisor.	18	6.7	34	12.7	51	19.0	98	36.6	67	25.0	3.63	1.22	.890
My job provides me substantial freedom and independence to work.	28	10.4	49	18.3	50	18.7	93	34.7	48	17.9	3.31	1.25	.888
My job offers me opportunities to participate in projects responsibilities.	10	3.7	36	13.4	46	17.2	113	42.2	63	23.5	3.68	1.09	.889
I have chances to gain new skills and knowledge on the job.	16	6.0	14	5.2	40	14.9	85	31.7	113	42.2	3.99	1.15	.887
My job offers me chances for promotion.	28	10.4	39	14.6	62	23.1	59	22.0	80	29.9	3.46	1.33	.889
My job offers me benefits and rewards for achievement of better results.	16	6.0	31	11.6	49	18.3	83	31.0	89	33.2	3.74	1.21	.888
My job offers me chances for training.	59	22.0	56	20.9	25	9.3	79	29.5	49	18.3	3.01	1.46	.895
I have access to sources of information within the hotel.	15	5.6	9	3.4	35	13.1	116	43.3	93	34.7	3.98	1.06	.894
I share information regarding the job with their colleagues.	7	2.6	12	4.5	62	23.1	113	42.2	74	27.6	3.88	0.95	.894
I participate in decision-making in my department.	44	16.4	40	14.9	50	18.7	87	32.5	47	17.5	3.20	1.34	.890
I am well informed about the hotel's goals and objectives.	25	9.3	30	11.2	43	16.0	68	25.4	102	38.1	3.72	1.32	.890
I receive information from my supervisor regarding my work often.	6	2.2	8	3.0	41	15.3	101	37.7	112	41.8	4.14	0.94	.890
I receive often information about my department's performance	9	3.4	10	3.7	39	14.6	135	50.4	75	28.0	3.96	0.94	.892
I am informed about matters affecting my job.	11	4.1	14	5.2	33	12.3	136	50.7	74	27.6	3.93	0.99	.892
I have adequate time to complete my work.	10	3.7	14	5.2	30	11.2	115	42.9	99	36.9	4.04	1.01	.893
I have influence in my department to bring the required equipment.	34	12.7	38	14.2	54	20.1	121	45.1	21	7.8	3.21	1.17	.895
There are adequate materials in my department to facilitate my job.	25	9.3	27	10.1	40	14.9	106	39.6	70	26.1	3.63	1.23	.891
My department has enough manpower to carry out the expected work.	34	12.7	44	16.4	37	13.8	104	38.8	49	18.3	3.34	1.30	.893
I get assistance whenever I need it.	8	3.0	24	9.0	46	17.2	110	41.0	80	29.9	3.86	1.04	.891
I have the tools and resources to do my job well.	13	4.9	34	12.7	45	16.8	115	42.9	61	22.8	3.66	1.11	.892
Mean											3.69	0.59	.895

Source: Data Analysis, 2019

57.1 %(153) of the respondents agreed that their department had enough manpower to carry out the expected work, 78(29.1%) disagreed and 37(13.8%) were neutral ($M=3.34$; $SD=1.30$). 70.9%(190) of the respondents agreed that they got assistance whenever they needed it, 31(12%) disagreed and 46(17.2%) were neutral ($M=3.86$; $SD=1.04$). 65.7 % (176) of the respondents agreed that they had the tools and resources to do their job well, 47(17.6%) disagreed and 45(16.8%) were neutral ($M=3.66$; $SD=1.11$). From the findings of the study, it was evident that responses to the 27 statements used to explain structural empowerment had an overall mean of 3.69 and a standard deviation of 0.59. This show that majority of the respondents agreed with the statements used to measure structural empowerment.

4.3.2 Descriptive statistics for Psychological empowerment

Before examining the relationship between psychological empowerment and commitment a quantitative analysis of questionnaire responses was conducted to identify respondents' perception on Psychological empowerment. The variable psychological empowerment comprised of four sub-variables: competence, impact, meaning and self-determination. A total of 22 statements were used to determine the psychological empowerment as shown in Table 4.4.

71.7% (192) of the respondents agreed that they were willing to exert more effort and persistence in the face of obstacles in their job, 43(16%) were neutral and 33(12.3%) disagreed ($M=3.89$; $SD=1.05$). 164(61.2%) of the respondents agreed that they had an effect on the environment of their department, 28(17.2%) disagreed and 58(21.6%) were neutral ($M=3.61$; $SD=1.12$). 75.3 %(202) of the respondents agreed that they focused on learning in their work environment, 16(6.0%) disagreed and 50(18.7%) were neutral ($M=3.98$; $SD=0.90$).

77.3%(207) of the respondents agreed that they carried out their job effectively within the work environment, 33(12.3%) disagreed and 28(10.4%) were neutral ($M=3.92$; $SD=1.09$). 75.4 %(202) of the respondents agreed that they were capable of performing skillfully the tasks assigned to them, 35(13.1%) were neutral and 31(11.6%) disagreed ($M=4.01$; $SD=1.15$). 211(78.7%) of the respondents agreed that they often solved customers' problems, 15(5.6%) disagreed and 42(15.7%) were neutral ($M=4.07$; $SD=0.96$).

60.5 %(162) of the respondents agreed that they had opportunities to give opinions and suggestions about operational changes and their work environment, 59(22%) disagreed and 47(17.5%) were neutral ($M=3.47$; $SD=1.21$). Most of the respondents 129(48.1%) agreed that they had influence in their department, with 72(26.9%) disagreed and 67(25%) moderately agree ($M=3.26$; $SD=1.29$).

64.5 %(173) of the respondents agreed that they were able to contribute to the hotel's operating outcome, 40(14.9%) were neutral and 55(20.5%) disagreed ($M=3.57$; $SD=1.19$). Most of the respondents 195(72.7%) agreed that they were able to make a difference in their department by being creative, 31(11.6%) disagreed and 42(15.7%) were neutral ($M=3.94$; $SD=1.06$). 58.3 %(156) of the respondents agreed that the tasks assigned to them were compatible with their personal values, 45(16.8%) disagreed and 67(25%) were neutral ($M=3.56$; $SD=1.20$). 60.1%(161) of the respondents agreed that their ideas about the achievements of the department's goals were valued, with 50(18.7%) disagreed and 57(21.3%) moderately agree ($M=3.61$; $SD=1.16$).

73.1 %(196) of the respondents agreed that they regularly acted on behalf of their department for its greater good, with 35(13.1%) were neutral and 37(17.6%) disagreed ($M=3.79$; $SD=1.13$). 143(53.3%) of the respondents agreed that they engaged in

activities that were worth their time, energy and effort in their department, 100(37.3%) disagreed and 25(9.3%) were neutral ($M=3.15$; $SD=1.40$).

90.2 % (242) of the respondents agreed that they felt that their job was important, 8(3%) disagreed and 18(6.7%) were neutral ($M=4.32$; $SD=0.79$). Most of the respondents 201(75%) agreed that they had opportunities to pursue worthy goals in the hotel, 20(7.4%) disagreed and 47(17.5%) were neutral ($M=3.96$; $SD=0.99$).

59.4%(159) of the respondents agreed that they had a feeling of personal accomplishment from their work, 54(20.1%) were neutral and 55(20.5%) disagreed ($M=3.56$; $SD=1.27$). Most of the respondents 194(72.4%) agreed that they were interested and optimistic in their work even when difficulties arose, 51(19%) disagreed and 23(8.6%) were neutral ($M=3.69$; $SD=1.22$).

Table 4.4 Psychological Empowerment Indicators

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev	α
	FQ	%	FQ	%	FQ	%	FQ	%	FQ	%			
I am willing to exert more effort and persistence in the face of obstacles in my job.	7	2.6	26	9.7	43	16.0	105	39.2	87	32.5	3.89	1.05	.887
I have an effect on the environment of my department.	15	5.6	31	11.6	58	21.6	103	38.4	61	22.8	3.61	1.12	.895
I am focused on learning in my work environment.	4	1.5	12	4.5	50	18.7	121	45.1	81	30.2	3.98	0.90	.889
I carry out my job effectively within my work environment.	14	5.2	19	7.1	28	10.4	120	44.8	87	32.5	3.92	1.09	.887
I am capable of performing skillfully the tasks assigned to me.	16	6.0	15	5.6	35	13.1	87	32.5	115	42.9	4.01	1.15	.887
I often solve customers' problems.	9	3.4	6	2.2	42	15.7	111	41.4	100	37.3	4.07	0.96	.889
I have opportunities to give opinions and suggestions about operational changes and my work environment.	27	10.1	32	11.9	47	17.5	113	42.2	49	18.3	3.47	1.21	.889
I have influence in my department.	37	13.8	35	13.1	67	25.0	78	29.1	51	19.0	3.26	1.29	.888
I am able to contribute to the hotel's operating outcome.	22	8.2	33	12.3	40	14.9	115	42.9	58	21.6	3.57	1.19	.884
I am able to make difference in my department by being creative.	8	3.0	23	8.6	42	15.7	100	37.3	95	35.4	3.94	1.06	.884
The tasks assigned to me are compatible with my personal values.	25	9.3	20	7.5	67	25.0	91	34.0	65	24.3	3.56	1.20	.889
My ideas about the achievement of the department's goals are valued.	15	5.6	35	13.1	57	21.3	94	35.1	67	25.0	3.61	1.16	.885
I regularly act on behalf of my department for its greater good.	19	7.1	18	6.7	35	13.1	123	45.9	73	27.2	3.79	1.13	.889
I engage in activities that are worth my time, energy and effort in my department.	49	18.3	51	19.0	25	9.3	96	35.8	47	17.5	3.15	1.40	.892
I feel that my job is important.	4	1.5	4	1.5	18	6.7	121	45.1	121	45.1	4.32	0.79	.889
I have opportunities to pursue worthy goals in this hotel.	10	3.7	10	3.7	47	17.5	116	43.3	85	31.7	3.96	0.99	.888
I get a feeling of personal accomplishment from my work.	27	10.1	28	10.4	54	20.1	87	32.5	72	26.9	3.56	1.27	.885
I am interested and optimistic in my work even with difficulties	26	9.7	25	9.3	23	8.6	127	47.4	67	25.0	3.69	1.22	.889
I am able to complete my work effectively.	2	.7	6	2.2	19	7.1	111	41.4	130	48.5	4.35	0.77	.890
I complete the tasks assigned to me freely.	5	1.9	4	1.5	27	10.1	118	44.0	114	42.5	4.24	0.84	.892
I have control over the tasks which I perform in my department.	3	1.1	18	6.7	34	12.7	112	41.8	101	37.7	4.08	0.93	.891
I have autonomy/power over how I carry out my job.	11	4.1	36	13.4	45	16.8	100	37.3	76	28.4	3.72	1.13	.897
Mean											3.81	0.61	.893

Source: Data Analysis, 2019

89.9% (241) of the respondents agreed that they were able to complete their work effectively, 8(2.9%) disagreed and 19(7.1%) were neutral ($M=4.35$; $SD=0.77$). Most of the respondents 234(86.5%) agreed that they completed the tasks assigned to them freely, 9(3.4%) disagreed and 27(10.1%) were neutral ($M=4.24$; $SD=0.84$). 79.5 % (213) of the respondents agreed that they had control over the tasks which they performed in their department, 34(12.7%) were neutral and 21(7.8%) disagreed ($M=4.08$; $SD=0.93$). Most of the respondents 176(65.7%) agreed that they had autonomy/power over how they carried out their job, 47 (17.5%) disagreed and 45(16.8%) were neutral ($M=3.72$; $SD=1.13$).

From the findings of the study, it was evident that responses to the 22 statements used to explain psychological empowerment had an overall mean of 3.81 and a standard deviation of 0.61. This shows that majority of the respondents agreed with the statements used to measure the psychological empowerment in selected star rated Hotels in Kisumu City.

4.3.3 Descriptive statistics for Behavioural Empowerment

A quantitative analysis of questionnaire responses was conducted to assess respondents' perception on behavioural empowerment. A total of 25 statements were used to determine behavioural empowerment and responses elicited on a 5-point likert scale are shown in Table 4.5. 77.6 %(208) of the respondents agreed that they tried to achieve the best standards of quality of a job, 27(10.1%) were neutral and 33(12.3%) disagreed ($M=3.96$; $SD=1.03$).

76.1%(204) of the respondents agreed that they were able to make changes to improve efficiency in performing their tasks, 30(11.2%) disagreed and 62(23.1%) were neutral ($M=3.89$; $SD=1.01$). 66.8%(179) of the respondent agreed that they had independence

in organizing the way of doing things in their job, 27(10.1%) disagreed and 62(23.1%) were neutral ($M=3.77$; $SD=0.99$).

70.5%(189) of the respondents agreed that they often arrived early and started work immediately, 42(15.7%) disagreed and 37(13.8%) were neutral ($M=3.87$; $SD=1.19$).

77.6%(208) of the respondents agreed that they followed the rules and procedures of the company even when no evidence shown, 35(13.1%) were neutral and 25(9.3%) disagreed ($M=4.12$; $SD=0.91$).

83.3%(223) of the respondents agreed that were willing to help their colleagues to solve problems related to their job, 12(4.4%) disagreed and 33(12.3%) were neutral ($M=4.21$; $SD=0.91$). 74.2%(199) of the respondents agreed to establish job priorities and recognize attempts to achieve team goals, 34(12.7%) disagreed and 35(13.1%) were neutral ($M=3.96$; $SD=1.12$). 177(66.1%) of the respondents agreed that they made changes to improve efficiency in performing their tasks, 45(16.8%) disagreed and 46(17.2%) were neutral ($M=3.79$; $SD=1.21$). 56.3%(151) of the respondents agreed that they worked seriously and rarely made mistakes, 67(25%) were neutral and 50(18.6%) disagreed ($M=3.54$; $SD=1.17$). 196(73.1%) of the respondents agreed that they did not mind taking a new task which was difficult, 32(12%) disagreed and 40(14.9%) were neutral ($M=3.90$; $SD=1.05$).

77.3 %(207) of the respondents agreed that they coordinated and communicated with co-workers, 35(13.1%) were neutral and 26(9.7%) disagreed ($M=4.02$; $SD=1.09$).

70.1%(188) of the respondents agreed that they consulted with other coworkers before taking actions that would affect them, 43(16.1%) disagreed and 37(13.8%) were neutral ($M=3.81$; $SD=1.18$). 69%(185) of the respondents agreed that managers and low cadre

employees mixed up freely in the hotel, with 32(12%) disagreed and 51(19%) were neutral ($M=3.81$; $SD=1.08$).

47.7 %(128) of the respondents agreed that they felt the management showed concern for their welfare and those of others, 95(35.4%) disagreed and 45(16.8%) were neutral ($M=3.22$; $SD=1.47$). 89.5 %(240) of the respondents agreed that they were willing to help colleagues with their work when necessary, 20(7.5%) were neutral and 8(3%) disagreed ($M=4.35$; $SD=0.82$). 72.7%(195) of the respondents agreed that were able to introduce new ways of doing things in their work team, 28(10.4%) disagreed and 45(16.8%) were neutral ($M=3.86$; $SD=1.02$).

68.6 %(157) of the respondents agreed that they were appreciated for their effort and encouraged to develop, 63(23.5%) disagreed and 48(17.9%) were neutral ($M=3.47$; $SD=1.26$). 157(58.6%) of the respondents agreed that they were treated with respect by management and the colleagues, 48(17.9%) disagreed and 63(23.5%) were neutral ($M=3.62$; $SD=1.22$). 77.6 %(208) of the respondents agreed that management recognized and made use of their abilities and skills, 52(19.4%) were neutral and 8(2.9%) disagreed ($M=4.07$; $SD=0.82$).

Table 4.5 Behavioural Empowerment Indicators

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev	α
	F	%	F	%	F	%	F	%	F	%			
I try to achieve the best standards of quality of a job.	7	2.6	26	9.7	27	10.1	118	44.0	90	33.6	3.96	1.03	.914
I am able to make changes to improve efficiency in performing tasks.	10	3.7	20	7.5	34	12.7	130	48.5	74	27.6	3.89	1.01	.918
I have independence in organizing the way of doing things in my job.	8	3.0	19	7.1	62	23.1	116	43.3	63	23.5	3.77	0.99	.917
I often arrive early and start work immediately.	15	5.6	27	10.1	37	13.8	88	32.8	101	37.7	3.87	1.19	.918
I follow the rules and procedures of the company even as no evidence showed.	10	3.7	15	5.6	35	13.1	81	30.2	127	47.4	4.12	1.07	.914
I am willing to help colleagues to solve problems related to their job.	6	2.2	6	2.2	33	12.3	103	38.4	120	44.8	4.21	0.91	.916
I establish job priorities and recognize attempts to achieve team goals	12	4.5	22	8.2	35	13.1	96	35.8	103	38.4	3.96	1.12	.914
I make changes to improve efficiency in performing their tasks.	16	6.0	29	10.8	46	17.2	80	29.9	97	36.2	3.79	1.21	.913
I work seriously and rarely make mistakes.	18	6.7	32	11.9	67	25.0	88	32.8	63	23.5	3.54	1.17	.915
I do not mind taking a new task which is difficult.	9	3.4	23	8.6	40	14.9	111	41.4	85	31.7	3.90	1.05	.914
I coordinate and communicate with co-workers.	14	5.2	12	4.5	35	13.1	101	37.7	106	39.6	4.02	1.09	.914
I consult with other coworkers before taking actions that affect them.	16	6.0	27	10.1	37	13.8	99	36.9	89	33.2	3.81	1.18	.913
Managers and low cadre employees mix up freely in the hotel.	13	4.9	19	7.1	51	19.0	107	39.9	78	29.1	3.81	1.08	.915
I feel the management shows concern for my welfare and others.	44	16.4	51	19.0	45	16.8	59	22.0	69	25.7	3.22	1.43	.919
I am willing to help their colleagues with their work when necessary.	5	1.9	3	1.1	20	7.5	104	38.8	136	50.7	4.35	0.82	.915
I am able to introduce new ways of doing things in my work team.	10	3.7	18	6.7	45	16.8	121	45.1	74	27.6	3.86	1.02	.915
I am appreciated for my effort and encouraged to develop.	27	10.1	36	13.4	48	17.9	97	36.2	60	22.4	3.47	1.26	.912
I am treated with respect by management and their colleagues.	21	7.8	27	10.1	63	23.5	80	29.9	77	28.7	3.62	1.22	.918
Management recognizes and makes use of my abilities and skills	2	.7	6	2.2	52	19.4	120	44.8	88	32.8	4.07	0.82	.918
I am offered a good opportunity for acquiring skills in teamwork	6	2.2	11	4.1	42	15.7	111	41.4	98	36.6	4.06	0.94	.917
I actively participate in departmental meetings	20	7.5	22	8.2	47	17.5	128	47.8	51	19.0	3.63	1.11	.918
I make suggestions to improve my department's functioning activities.	13	4.9	21	7.8	46	17.2	127	47.4	61	22.8	3.75	1.05	.917
I participate in discussions concerning the future of the hotel.	20	7.5	44	16.4	55	20.5	90	33.6	59	22.0	3.46	1.21	.917
I give constructive suggestions that can improve the company's activities	8	3.0	18	6.7	56	20.9	127	47.4	59	22.0	3.79	0.96	.916
I am engaged in periodic discussions with supervisors	17	6.3	26	9.7	74	27.6	100	37.3	51	19.0	3.53	1.10	.919
Mean											3.82	0.64	.919

Source: Data Analysis, 2019

78%(209) of the respondents agreed that they were offered a good opportunity for acquiring skills in teamwork, 17(6.3%) disagreed and 42(15.7%) were neutral ($M=4.06$; $SD=0.94$). 66.8 % (179) of the respondents agreed that they actively participated in departmental meetings, 47(17.5%) were neutral and 42(15.7%) disagreed ($M=3.63$; $SD=1.11$). 188(70.2%) of the respondents agreed that they made suggestions to improve their department's functioning and activities, with 34(12.7%) disagreed and 46(17.2%) were neutral ($M=3.75$; $SD=1.05$).

55.6 % (149) of the respondents agreed that they participated in discussions concerning the future of the hotel, 64(23.9%) disagreed and 55(20.5%) were neutral ($M=3.46$; $SD=1.21$). 186(69.4%) of the respondents agreed that they gave constructive suggestions that could improve the hotel's activities, 26(9.7%) disagreed and 56(20.9%) were neutral ($M=3.79$; $SD=0.96$). 56.3%(151) of the respondents agreed that they engaged in periodic discussions with supervisors, 27.6%(74) were neutral and 43(16%) disagreed ($M=3.53$; $SD=1.10$). From the findings of the study, it was evident that responses to the 25 statements used to explain behavioural empowerment had an overall mean of 3.82 and a standard deviation of 0.64. This shows that most of the respondents agreed with the statements used to measure the behavioural empowerment in star rated Hotels in Kisumu City.

4.3.4 Descriptive Statistics for Employee commitment

The dependent variable was employee commitment in selected star rated Hotels in Kisumu City, Kenya. The study sought to assess the respondents' perception on employee commitment. The variable employee commitment comprised three sub-variables: affective, continuance and normative. A total of 18 statements were used to assess employee commitment and their responses elicited on a 5-point likert scale, shown in Table 4.6. 56.8 %(152) of the non-managerial employees agreed that they

would be very happy to spend the rest of their career with the hotel, 66(24.6%) were neutral while 50(18.6%) disagreed ($M=3.50$; $SD=1.09$). 57.5%(154) of the non managerial employees agreed that they enjoyed discussing their hotel with people other than their colleagues, 62(23.1%) disagreed and 52(19.4%) were neutral ($M=3.48$; $SD=1.27$). 65.3%(175) of non-managerial employees agreed that they felt a strong sense of belonging to the hotel, 29(10.8%) disagreed and 64(23.9%) were neutral ($M=3.76$; $SD=1.04$).

169 (63%) of the non-managerial employees agreed that they felt like ‘part of the family’ of the hotel, 55(20.6%) disagreed and 44(16.4%) were neutral ($M=3.68$; $SD=1.30$). 57.8 %(155) of the respondents agreed that they felt ‘emotionally attached’ to the hotel, with 61(22.8%) being moderately agree and 52(19.4%) disagreed ($M=3.52$; $SD=1.13$). 189(70.5%) of the respondents agreed that the hotel had a great deal of personal meaning for them, 19(7.1%) disagreed and 60(22.4%) were neutral ($M=3.86$; $SD=0.95$).

61.2%(164) of the non-managerial employees were afraid of what might happen if they quit their job without having another one lined up, 53(19.8%) disagreed and 51(19%)were neutral ($M=3.60$; $SD=1.25$). 129(48.1%) of the non-managerial employees agreed that it would be very hard for them to leave the hotel right then, even if they wanted to, 71(26.5%) disagreed and 68(25.4%) were neutral ($M=3.29$; $SD=1.20$). 42.6%(114) of the respondents agreed that too much in their life would be disrupted if they decided to leave the hotel then, 77(28.7%) were neutral and 77(28.7%) disagreed ($M=3.17$; $SD=1.20$). 138(51.5%) of the respondents agreed that they had no reason to leave the hotel, 57(21.2%) disagreed and 73(27.2%) moderately agree ($M=3.37$; $SD=1.09$).

51.5 %(138) of the respondents agreed that working in the hotel was a matter of necessity to them, 58(21.6%) were neutral and 57(21.2%) disagreed ($M=3.46$; $SD=1.16$). Most of the respondents 137(51.1%) agreed they felt they had very few options to consider leaving the hotel, 56(20.9%) disagreed and 75(28%) were neutral ($M=3.40$; $SD=1.17$). 60.5%(162) of the respondents agreed that they continued to work for the hotel because of the overall benefits that got, 33(12.3%) disagreed and 73(27.2%) were neutral ($M=3.68$; $SD=1.10$).

66.5%(178) of the respondents disagreed that they had moved from one hotel to another too often, 48(17.9%) agreed and 42(15.7%) were neutral ($M=2.26$; $SD=1.25$). 81.7% (219) of the respondents agreed that they were loyal to the hotel, 38(14.2%) were neutral and 11(4.1%) disagreed ($M=4.21$; $SD=0.89$). 67.1%(180) of the respondents agreed that they continued to work for the hotel because they had a moral obligation to work there, 33(12.4%) disagreed and 55(20.5%) were neutral ($M=3.74$; $SD=1.01$).

Table 4.6 Employee commitment indicators

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev	α
	FQ	%	FQ	%	FQ	%	FQ	%	FQ	%			
I would be very happy to spend the rest of my career with this hotel.	14	5.2	36	13.4	66	24.6	106	39.6	46	17.2	3.50	1.09	.883
I enjoy discussing my hotel with others than their colleagues.	28	10.4	34	12.7	52	19.4	90	33.6	64	23.9	3.48	1.27	.891
I feel a strong sense of belonging to this hotel.	11	4.1	18	6.7	64	23.9	105	39.2	70	26.1	3.76	1.04	.883
I feel like 'part of the family' of this hotel.	24	9.0	31	11.6	44	16.4	81	30.2	88	32.8	3.68	1.30	.883
I feel 'emotionally attached' to this hotel.	16	6.0	36	13.4	61	22.8	103	38.4	52	19.4	3.52	1.13	.884
This hotel has a great deal of personal meaning for me.	8	3.0	11	4.1	60	22.4	121	45.1	68	25.4	3.86	0.95	.886
I am afraid of what might happen if I quit my job without having another one lined up.	24	9.0	29	10.8	51	19.0	89	33.2	75	28.0	3.60	1.25	.884
It would be very hard for me to leave the hotel right now, even if I wanted to.	24	9.0	47	17.5	68	25.4	85	31.7	44	16.4	3.29	1.20	.880
Too much in my life would be disrupted if I decided to leave this hotel now.	30	11.2	47	17.5	77	28.7	76	28.4	38	14.2	3.17	1.20	.880
I have no reason to leave this hotel.	17	6.3	40	14.9	73	27.2	102	38.1	36	13.4	3.37	1.09	.882
Staying with this hotel is a matter of necessity to me.	21	7.8	36	13.4	58	21.6	106	39.6	47	17.5	3.46	1.16	.880
I feel that I have very few options to consider leaving this hotel	23	8.6	33	12.3	75	28.0	88	32.8	49	18.3	3.40	1.17	.881
I continue to work for this hotel because of the overall benefits that I get.	16	6.0	17	6.3	73	27.2	94	35.1	68	25.4	3.68	1.10	.883
I have not moved from one hotel to another too often.	91	34.0	87	32.5	42	15.7	26	9.7	22	8.2	2.26	1.25	.892
I am loyal to this hotel.	4	1.5	7	2.6	38	14.2	98	36.6	121	45.1	4.21	0.89	.885
I continue to work for this hotel because I have a moral obligation to work here.	9	3.4	24	9.0	55	20.5	121	45.1	59	22.0	3.74	1.01	.884
I will feel guilty if I stop working for this hotel.	45	16.8	54	20.1	90	33.6	48	17.9	31	11.6	2.87	1.23	.882
I feel it is not right to move from one hotel to another.	50	18.7	56	20.9	56	20.9	63	23.5	43	16.0	2.97	1.36	.884
Mean											3.43	0.68	.890

Source: Data Analysis, 2019

29.5%(79) of the respondents agreed they would feel guilty if they stopped working for the hotel, 99(36.9%) disagreed and 90(33.6%) were neutral ($M=2.87$; $SD=1.23$). 106(39.5%) agreed that they felt it was not right to move from one hotel to another, 106(39.6%) disagreed and 56(20.9%) were neutral ($M=2.97$; $SD=1.36$). From the findings of the study, responses to the indicators of employee commitment had an overall mean of 3.43 and a standard deviation of 0.68. This shows that majority of the respondents could be committed to the hotels they worked for.

4.3.5 Descriptive statistics for Job characteristics

The moderating variable in this study was job characteristics. The study sought to identify respondents' perceptions on job characteristics. Job characteristics consist of five dimensions, which are skill variety, task identity, task significance, autonomy, and feedback from job. A total of 15 statements were used to determine the job characteristics in selected star rated Hotels in Kisumu City and their responses elicited on a 5-point likert scale, shown in Table 4.7.

86.2 % (231) of the respondents agreed that their job provided a lot of variety, 22(8.2%) were neutral and 15(5.6%) disagreed ($M=4.08$; $SD=0.82$). 190(70.9%) of the respondents agreed that their job provided them with a variety of work, 17(6.3%) disagreed and 61(22.8%) were neutral ($M=3.81$; $SD=0.87$). 72.4%(194) of the respondents agreed that their job gave them the opportunity to do a number of different things, 29(10.8%) disagreed and 45(16.8%) were neutral ($M=3.87$; $SD=0.99$).

81.4%(218) of the respondents agreed that their job allowed them the opportunity to complete the work they started 14(5.3%) disagreed and 36(13.4%) were neutral ($M=4.01$; $SD=0.89$). 81.3%(218) of the respondents agreed that their job was arranged so that they had a chance to do the job from beginning to end, 23(8.6%) were neutral

and 27(10.1%) disagreed ($M=3.94$; $SD=0.99$). 224(83.6%) of the respondents agreed that the job was arranged so that they may see projects through to their final completion, 15(5.6%) disagreed and 29(10.8%) were neutral ($M=4.07$; $SD=0.84$).

78.7 % (211) of the respondents agreed that their job was one that affected other people by how well they performed, with 27(10.1%) disagreed and 30(11.2%) moderately agree ($M=3.86$; $SD=1.02$). This implied that their job was one that affected other people by how well they performed their work. 228(85.1%) of the respondents agreed that their job was relatively significant in the organization, with 15(5.6%) disagreed and 25(9.3%) were neutral ($M=4.06$; $SD=0.85$). This indicated that their job was relatively significant in the organization.

81.7 % (219) of the respondents agreed that their job was very significant in the broader scheme of things, 38(14.2%) were neutral and 11(4.1%) disagreed ($M=4.06$; $SD=0.85$). 153(57.1%) of the respondents agreed that they were left on their own to do their own work, 49(18.3%) disagreed and 66(24.6%) were neutral ($M=3.56$; $SD=1.15$). 65.3%(175) of the respondents agreed that their job provided them the opportunity for independent thought and action, 37(13.8%) disagreed and 56(20.9%) were neutral ($M=3.67$; $SD=0.97$).

65.3 % (175) of the respondents agreed that the job gave them considerable opportunity for independence and freedom in how they did their work, 60(22.4%) were neutral and 33(12.3%) disagreed ($M=3.73$; $SD=1.00$). Most of the respondents 194(72.4%) agreed that they received feedback on how well they performed their work; 12(4.5%) disagreed and 12(23.1%) were neutral ($M=3.87$; $SD=0.81$). 70.9 % (190) of the respondents agreed that the job provided them with the opportunity to find out how well they were performing their job; 51(19%) were neutral and 27(10.1%) disagreed ($M=3.79$;

$SD=0.95$). 73.9%(198) of the respondents agreed that they were happy with the hotel's feedback mechanism about their job, 16(6%) disagreed and 54(20.1%) were neutral ($M=3.97$; $SD=0.94$).

Table 4.7 Descriptive statistics of job characteristics

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Dev	α
	F	%	F	%	F	%	F	%	F	%			
My job provides a lot of variety.	4	1.5	11	4.1	22	8.2	154	57.5	77	28.7	4.08	0.82	.856
My job provides me with a variety of work.	6	2.2	11	4.1	61	22.8	139	51.9	51	19.0	3.81	0.87	.862
My job gives me the opportunity to do a number of different things.	6	2.2	23	8.6	45	16.8	120	44.8	74	27.6	3.87	0.99	.863
My job allows me the opportunity to complete the work I start.	9	3.4	5	1.9	36	13.4	143	53.4	75	28.0	4.01	0.89	.852
My job is arranged so that I have a chance to do the job from beginning to end.	12	4.5	15	5.6	23	8.6	144	53.7	74	27.6	3.94	0.99	.856
My job is arranged so that I may see projects through to their final completion.	4	1.5	11	4.1	29	10.8	142	53.0	82	30.6	4.07	0.84	.853
My job is one that may affect a lot of other people by how well the work is performed.	16	6.0	11	4.1	30	11.2	148	55.2	63	23.5	3.86	1.02	.860
My job is relatively significant in the organization.	6	2.2	9	3.4	25	9.3	150	56.0	78	29.1	4.06	0.85	.857
My job is very significant in the broader scheme of things.	6	2.2	5	1.9	38	14.2	136	50.7	83	31.0	4.06	0.85	.856
My job lets me be left on my own to do my own work.	16	6.0	33	12.3	66	24.6	90	33.6	63	23.5	3.56	1.15	.861
My job provides the opportunity for independent thought and action.	6	2.2	31	11.6	56	20.9	128	47.8	47	17.5	3.67	0.97	.853
My job gives me considerable opportunity for independence and freedom in how I do my work.	7	2.6	26	9.7	60	22.4	115	42.9	60	22.4	3.73	1.00	.848
My work provides feedback on how well I am performing as I am working.	3	1.1	9	3.4	62	23.1	139	51.9	55	20.5	3.87	0.81	.855
My job provides me with the opportunity to find out how well I am doing.	7	2.6	20	7.5	51	19.0	133	49.6	57	21.3	3.79	0.95	.853
My work provides me with the feeling that I know whether I am performing well or poorly.	7	2.6	9	3.4	54	20.1	113	42.2	85	31.7	3.97	0.94	.856
Mean											3.89	0.55	.864

Source: Data Analysis, 2019

From the findings of the study, it was evident that responses to the 15 statements used to explain the job characteristics had an overall mean of 3.89 and a standard deviation of 0.55. This shows that majority of the respondents agreed with the statements used to measure the job characteristics in selected star rated Hotels in Kisumu City.

4.4 Reliability Analysis

A research instrument is reliable when after being administered to respondents it yields consistent results (Serem et al., 2013). Cronbach's alpha coefficient was used to assess the internal consistency or homogeneity among the questionnaire items. The highest Cronbach's alpha was observed in behavioural empowerment coefficient of 0.919 and the lowest coefficient was job characteristics (0.864) as shown in Table 4.8. Structural empowerment had a Cronbach's alpha coefficient of 0.895; psychological empowerment 0.893 and employee commitment had a coefficient of 0.890. The study variables depicted an overall Cronbach's Alpha coefficient of 0.970 from 107 statements used.

The coefficient for individual variables and when all the constructs were combined was above 0.7. The coefficient revealed that the statements used in the questionnaire were reliable in all the measurement scales achieving the recommended reliability level of above 0.7 (Hair et al., 2009). This implied that the scales used had a high degree of internal consistency among the measurement items. This can be attributed to the fact that all the questionnaire items were adopted from instruments that had been empirically tested or conceptualized.

Table 4.8: Reliability Statistics

	Cronbach's Alpha	No of Items
Employee commitment	.890	18
Structural Empowerment	.895	27
Psychological Empowerment	.893	22
Behavioral empowerment	.919	25
Job characteristics	.864	15
Overall Reliability	.970	107

Source: Data Analysis, 2019

4.5 Validity of the Constructs

Validity refers to the extent to which a research instrument measures what it was intended to measure (Zikmund et al., 2010). Prior to using the questionnaire for data collection, the researcher discussed it the supervisors and colleagues to improve it for the final study. In addition, Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) and Bartlett's test of sphericity were applied to test whether a relation between the study variables exist. Kaiser- Meyer- Olkin was used as a measure of sampling adequacy and a value of 0.5 was acceptable.

Factor analysis was employed in this regard to help in identifying the actual number of factors that actually measured each construct as perceived by the respondents. The validity of the instrument was measured through Bartlett's Test of Sphericity. Bartlett's test of sphericity was used to test the adequacy of the correlation matrix whereby it tested the null hypotheses that the correlation matrix had all diagonal elements as 1 and non-diagonal elements as 0. The component factor analysis with varimax rotation was conducted on all variables to extract factors from the scales of each construct.

The principle component analysis and Varimax rotation were performed in all the items and those with factor loadings lower than 0.50 were eliminated as postulated by Hair et

al. (2006). According to Hair et al, (2006) all items loading below 0.50 were deleted and those with more than 0.50 loading factor retained (Daud, 2014). All items were well loaded into their various underlying variable structure dimensions. In this study, factor analysis was used to validate whether the items in each variable loaded into the expected categories. Varimax rotation was used to validate the five variables that are distinct. After performing the factor analysis of each variable, the statements were computed to create a score and subjected to inferential analysis.

4.5.1 Factor Analysis for Structural Empowerment

Principle Component Analysis was conducted to verify item loadings through which redundant items were identified and omitted from analysis. Twenty-seven items were proposed to measure structural empowerment. The KMO value of structural empowerment was 0.835 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 3327.69$, $p < 0.05$) confirmed that data collected for structural empowerment was adequate (Table 4.9).

Table 4.9: KMO and Bartlett's Test for Structural Empowerment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.835
Bartlett's Test of Sphericity	Approx. Chi-Square	3327.685
	df	351
	Sig.	.000

Rotated component matrix for structural empowerment indicators was run (Table 4.10). One item was deleted and 26 statements were retained, computed and renamed for further analysis. The 26 items extracted loaded highly on seven-dimension factors; namely Resources which loaded five items, recognition loaded six factors, support loaded four of the factors, opportunity loaded four factors, information loaded three factors, acknowledgement loaded two factors and lastly, influence loaded one factor.

Table 4.10: Rotated Component Matrix for Structural empowerment

	Component						
	1	2	3	4	5	6	7
I have adequate time to complete my work.	.547						
There are adequate materials in my department to facilitate my job.	.749						
My department has enough manpower to carry out the expected work.	.836						
I get assistance whenever I need it.	.709						
I have the tools and resources to do my job well.	.844						
My supervisor is concerned about my work-life demands as necessary.	.674						
I am valued by my supervisor.	.774						
My job provides me with substantial freedom and independence to schedule my work.	.521						
My job offers me chances for promotion.	.541						
My job offers me chances for training.	.636						
I participate in decision-making in my department.	.558						
I receive helpful hints or problem-solving advice from my colleagues.			.625				
I am rewarded for my work effort.			.678				
Colleagues value my contribution.			.595				
The hotel provides emotional support by listening to me.			.777				
My job offers me opportunities to participate in projects with increased responsibilities.				.630			
I have chances to gain new skills and knowledge on the job.				.648			
My job offers me benefits and rewards for achievement of better results.				.554			
I share information regarding the job with my colleagues.				.517			
I receive information from my supervisor regarding my work often.					.764		
I receive often information about my department's performance					.777		
I am informed about matters affecting my job.					.697		
I receive feedback and guidance from superiors, peers, and subordinates.						.681	
The work environment acknowledges my achievements and success.						.707	
I have access to sources of information within the hotel.							.851
I have influence in my department to bring the required materials/ equipment.							.550

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

The seven factors extracted explained cumulatively 65.747% of the variance in rotation sums of squared components associated with the factors (Table 4.11). They were named resources, recognition, support, opportunity, information, acknowledgement and influence. As shown in table 4.11, the seven factors explained a total of 65.747% of the variance in the data. Resources explained 12.769% of the variance, recognition explained 10.90%, support explained 9.774%, opportunity explained 9.633%, information explained 9.206%, acknowledgement explained 7.408% and influence explained 6.054% of the variance in the data.

Table 4.11: Total Variance Explained for Structural empowerment

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1. Resources	3.448	12.769	12.769
2. Recognition	2.944	10.903	23.672
3. Support	2.639	9.774	33.445
4. Opportunity	2.601	9.633	43.079
5. Information	2.486	9.206	52.285
6. Acknowledgement	2.000	7.408	59.693
7. Influence	1.635	6.054	65.747

Extraction Method: Principal Component Analysis.

4.5.2 Factor Analysis for Psychological Empowerment

Principle Component Analysis was conducted to check item loadings through which redundant items were identified and omitted from the analysis. The KMO value of structural empowerment was 0.859 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 2608.54$, $p < 0.05$) confirmed that data collected for psychological empowerment was adequate (Table 4.12).

Table 4.12: KMO and Bartlett's Test for Psychological Empowerment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.859
Bartlett's Test of Sphericity	Approx. Chi-Square	2608.5
		40
	df	231
	Sig.	.000

Rotated component matrix for psychological empowerment indicators was run (Table 4.13). Twenty-two items were proposed to measure psychological empowerment. Three items were deleted and nineteen factors were retained, computed and renamed for further analysis namely; Meaning with five items, Impact, four items, determination, four of the items, competence, four items and lastly, autonomy, two items.

Table 4.13: Rotated Component Matrix for Psychological Empowerment

	Component				
	1	2	3	4	5
I am able to contribute to the hotel's operating outcome.	.573				
My ideas about the achievement of the department's goals are valued.	.625				
I engage in activities that are worth my time, energy and effort in my department.	.778				
I get a feeling of personal accomplishment from my work.	.793				
I am interested and optimistic in my work even when difficulties arise.	.701				
I have opportunities to give opinions and suggestions about operational changes and my work environment.		.650			
I have influence in my department.		.757			
The tasks assigned to me are compatible with my personal values.		.742			
I regularly act on behalf of my department for its greater good.		.641			
I feel that my job is important.			.63		
			6		
I have opportunities to pursue worthy goals in this hotel.			.52		
			8		
I am able to complete my work effectively.			.77		
			6		
I complete the tasks assigned to me freely.			.75		
			7		
I am willing to exert more effort and persistence in the face of obstacles in my job.				.556	
I am focused on learning in my work environment.				.72	
				2	
I am capable of performing skillfully the tasks assigned to me.				.73	
				3	
I often solve customers' problems.				.66	
				8	
I have control over the tasks which I perform in my department.					.595
I have autonomy/power over how I carry out my job.					.802

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

The five factors extracted explained cumulatively 61.95% of the variance in rotation sums of squared components associated with the factors (Table 4.14). The factors were named; meaning, impact, determination, competence and autonomy. As shown in table

4.14, the five factors explained a total of 61.95% of the variance in the data. Meaning explained 15.147% of the variance, impact explained 14.80%, determination explained 12.59%, competence explained 12.36% and autonomy explained 7.05% of the variance in the data.

Table 4.14: Total Variance Explained for Psychological Empowerment

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1. Meaning	3.332	15.147	15.147
2. Impact	3.257	14.805	29.952
3. Determination	2.770	12.590	42.542
4. Competence	2.719	12.361	54.903
5. Autonomy	1.550	7.047	61.950

Extraction Method: Principal Component Analysis.

4.5.3 Factor Analysis for Behavioural Empowerment

Principle Component Analysis was conducted to check behavioural empowerment item loadings through which redundant items identified were omitted from analysis. Twenty-five items were proposed to measure behavioural empowerment. The KMO value of structural empowerment was 0.883 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 3573.69$, $p < 0.05$) confirmed that data collected for behavioural empowerment was adequate (Table 4.15).

Table 4.15: KMO and Bartlett's Test for Behavioural Empowerment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.883
Bartlett's Test of Sphericity	Approx. Chi-Square	3573.6
		92
	df	300
	Sig.	.000

Rotated component matrix for behavioural empowerment indicators was run (Table 4.16). None of the behavioural empowerment items were deleted and 25 statements were retained computed and renamed behavioural empowerment for further analysis.

The findings reveal 25 items were extracted, and loaded highly on six factors. Collaboration factor loaded eight items, involvement loaded five items, improvement loaded five items, performing loaded four items, job task loaded two items and lastly, respect loaded one item.

Table 4.16: Rotated Component Matrix for behavioural empowerment

	Component					
	1	2	3	4	5	6
I establish job priorities and recognize attempts to achieve team goals	.784					
I make changes to improve efficiency in performing my tasks.	.792					
I work seriously and rarely make mistakes.	.724					
I do not mind taking a new task which is difficult.	.543					
I coordinate and communicate with co-workers.	.618					
I consult with other coworkers before taking actions that may affect them.	.799					
I feel the management shows concern for my welfare and those of others.	.551					
I am appreciated for my effort and encouraged to develop.	.682					
I actively participate in departmental meetings		.798				
I make suggestions to improve my department's functioning and activities.		.832				
I take responsibility for participating or concerning about the future of the company		.735				
I give constructive suggestions that can improve the company's activities		.628				
I am engaged in periodic discussions with supervisors		.621				
Managers and low cadre employees mix up freely in the hotel.			.557			
I am willing to help my colleagues with their work when necessary.			.515			
I am able to introduce new ways of doing things in my work team.			.527			
Management recognizes and makes use of my abilities and skills			.796			
I am offered a good opportunity for acquiring skills in teamwork			.768			
I have independence in organizing the way of doing things in my job.				.544		
I often arrive early and start work immediately.				.784		
I follow the rules and procedures of the company even when no one is looking and no evidence can be shown				.577		
I am willing to help my colleagues to solve problems related to their job.				.575		
I try to achieve the best standards of quality in my job.					.543	
I am able to make changes to improve efficiency in performing my tasks.					.789	
I am treated with respect by management and my colleagues.						.73

The six factors extracted explained cumulatively 66.462% of the variance in rotation sums of squared components associated with the factors (Table 4.17). The factors were named; collaboration, involvement, improvement, performing, job task and respect. As shown in table 4.17, the five factors explained a total of 61.95% of the variance in the data. Collaboration explained 20.087% of the variance, involvement explained 13.025%, improvement, explained 10.72%, performing explained 8.53%, Job Task explained 8.15% of the variance and respect explained 5.95% of the variance in the data.

Table 4.17: Total Variance Explained for behavioural empowerment

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1. Collaboration	5.022	20.087	20.087
2. Involvement	3.256	13.025	33.112
3. Improvement	2.680	10.721	43.833
4. Performing	2.132	8.530	52.363
5. Job Task	2.038	8.154	60.516
6. Respect	1.486	5.946	66.462

Extraction Method: Principal Component Analysis.

4.5.4 Factor analysis for Job Characteristics

Principle Component Analysis was conducted to verify job Characteristics item loadings through which redundant items identified were omitted from analysis. Eighteen items were proposed to measure job Characteristics. The KMO value of job Characteristics was 0.770 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 1844.72$, $p < 0.05$) confirmed that data collected for job Characteristics was adequate (Table 4.18).

Table 4.18: KMO and Bartlett's Test for Job Characteristics

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.770
Bartlett's Test of Sphericity	Approx. Chi-Square	1844.7
		22
	df	105
	Sig.	.000

Rotated component matrix for job Characteristics indicators was run (Table 4.19). All the 15 job Characteristics items were retained, computed and renamed job Characteristics for further analysis. The findings revealed that 15 items were extracted, and loaded highly on five-dimension factors. Significance factor loaded three items, feedback loaded three items, identity loaded three items, independence loaded three of the items and lastly, variety loaded one item.

Table 4.19: Rotated Component Matrix for Job Characteristics

	Component				
	1	2	3	4	5
My job is one that may affect a lot of other people by how well the work is performed.	.773				
My job is relatively significant in the organization.	.853				
My job is very significant in the broader scheme of things.	.840				
My work provides feedback on how well I am performing as I am working.		.788			
My job provides me with the opportunity to find out how well I am doing.		.810			
My work provides me with the feeling that I know whether I am performing well or poorly.		.812			
My job allows me the opportunity to complete the work I start.			.708		
My job is arranged so that I have a chance to do the job from beginning to end.			.901		
My job is arranged so that I may see projects through to their final completion.			.810		
My job lets me be left on my own to do my own work.				.843	
My job provides the opportunity for independent thought and action.				.824	
My job gives me considerable opportunity for independence and freedom in how I do my work.				.683	
My job provides a lot of variety.					.781
My job provides me with a variety of work.					.844
My job gives me the opportunity to do a number of different things.					.604

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

The five factors extracted explained cumulatively 72.268% of the variance in rotation sums of squared components associated with them (Table 4.20). The factors were named; significance, feedback, identity, independence and variety. As shown in table 4.20, the five factors explained a total of 72.27% of the variance in the data. Significance explained 15.43% of the variance, feedback explained 15.29%, identity explained 14.86%, independence explained 13.91% and variety explained 12.77% of the variance in the data.

Table 4.20: Total Variance Explained for Job Characteristics

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1. Significance	2.315	15.433	15.433
2. Feedback	2.293	15.289	30.722
3. Identity	2.230	14.864	45.586
4. Independence	2.087	13.911	59.497
5. Variety	1.916	12.771	72.268

Extraction Method: Principal Component Analysis.

4.5.5 Factor analysis for Employee Commitment

Principle Component Analysis was conducted to verify employee commitment item loadings through which redundant items identified were omitted from analysis. Eighteen items were proposed to measure employee commitment. The KMO value of job characteristics was 0.845 indicating that sampling was adequate. The significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 2234.265$, $p < 0.05$) confirmed that data collected for job characteristics was adequate (Table 4.21).

Table 4.21: KMO and Bartlett's Test for employee commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.845
Bartlett's Test of Sphericity	Approx. Chi-Square	2234.2
		65
	Df	153
	Sig.	.000

Rotated component matrix for employee commitment indicators was run (Table 4.22). Three employee commitment items were deleted and 15 statements were retained computed and renamed for further analysis. The findings revealed that 15 items were extracted, and loaded highly on five-dimension factors. Continuance factor loaded seven items, affective loaded four items, obligation loaded two items, guilty loaded three items and lastly, attachment loaded two items.

Table 4.22: Rotated Component Matrix for employee commitment

	Component				
	1	2	3	4	5
I am afraid of what might happen if I quit my job without having another one lined up.	.614				
It would be very hard for me to leave the hotel right now, even if I wanted to.	.843				
Too much in my life would be disrupted if I decided to leave this hotel now.	.817				
I have no reason to leave this hotel.	.637				
Staying with this hotel is a matter of necessity to me.	.625				
I feel that I have very few options to consider leaving this hotel	.602				
I continue to work for this hotel because of the overall benefits that I get.	.546				
I feel a strong sense of belonging to this hotel.	.757				
I feel like 'part of the family' of this hotel.	.709				
I feel 'emotionally attached' to this hotel.	.848				
This hotel has a great deal of personal meaning for me.	.726				
I am loyal to this hotel.		.775			
I continue to work for this hotel because I have a moral obligation to work here.		.822			
I have moved from one hotel to another too often.			.795		
I will feel guilty if I stop working for this hotel.			.519		
I feel it is not right to move from one hotel to another.			.695		
I would be very happy to spend the rest of my career with this hotel.				.615	
I enjoy discussing my hotel with people other than my colleagues.				.836	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

The five factors extracted explained cumulatively 66.865% of the variance in rotation sums of squared components associated with them (Table 4.23). The factors were named; continuance, affective, obligation, guilty and attachment. As shown in table

4.23, the five factors explained a total of 66.86% of the variance in the data. Continuance explained 20.535% of the variance, affective explained 17.24%, obligation explained 10.72%, guilty explained 9.89% and attachment explained 8.48% of the variance in the data.

Table 4.23: Total Variance Explained for employee commitment

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1. Continuance	3.696	20.535	20.535
2. Affective	3.105	17.248	37.783
3. Obligation	1.929	10.718	48.501
4. Guilty	1.779	9.885	58.387
5. Attachment	1.526	8.479	66.865

Extraction Method: Principal Component Analysis.

4.6 Assumptions of Regression Analysis

The study postulated that there is no significant relationship between empowerment dimensions and employee commitment. Regression analysis was therefore used to test the posited direct relationships between empowerment dimensions and employee commitment. Prior to running the tests, assumptions of regressions were examined. It was argued that regression analysis and more so multiple regressions work best on the basis of certain assumptions (Tabachnick & Fidell, 2013).

The empowerment, job characteristics and employee commitment construct statements used in the questionnaire were positively worded, coded and entered into SPSS (V26) in order to test the assumptions of multiple regression. Data for these variables were consequently examined for regression assumptions; normality, linearity, homoscedasticity, autocorrelation and multicollinearity.

4.6.1 Normality Assumption Test

Normality in distribution of data across the five constructs was examined using the quantile–quantile (Q-Q) plots. Cramer and Howitt (2004), identify normality of

distributions as a pre-requisite for conducting multivariate analysis of the type of regression analysis. Loy, Follett and Hofman (2015) observe that Q-Q plots have the ability to point out non-normal features of distributions, making them more suitable for testing normality. In the Q-Q plot, normality was achieved when plotted data represented a given variable followed a diagonal line usually produced by a normal distribution. Employee commitment was conceptualized as the dependent variable. The normal Q-Q plot displayed in Figure 4.1 indicates that data dots stayed alongside the diagonal throughout the distribution. Employee commitment data therefore followed a normal distribution.

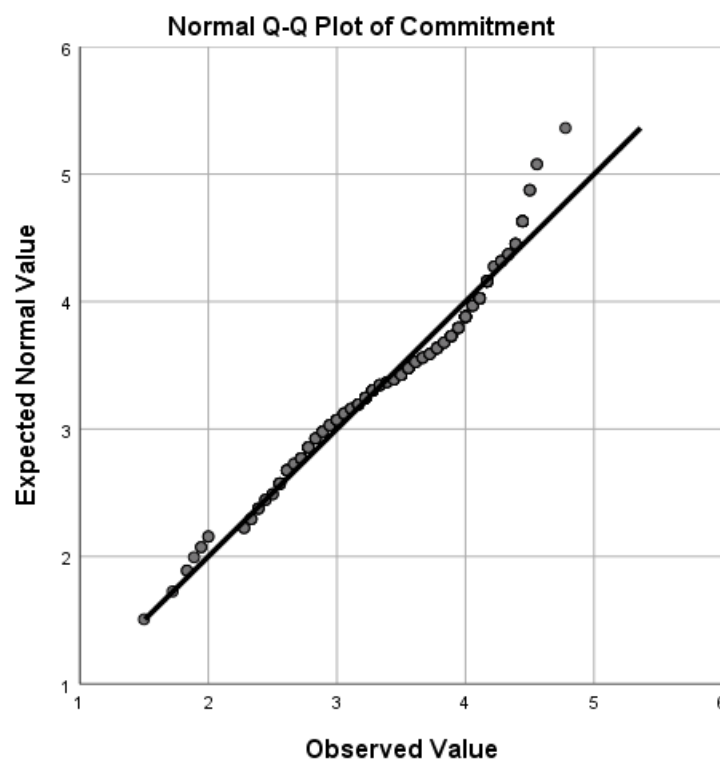


Figure 4.1: Normal Q-Q Plot of Employee commitment

Source: Data analysis (2019)

Structural empowerment was identified as the first empowerment dimension which was conceptualized as an independent variable. The normal Q-Q plot shows that data were

largely along the diagonal line, which signifies that data distribution for structural empowerment dimension was normal (Figure 4.2).

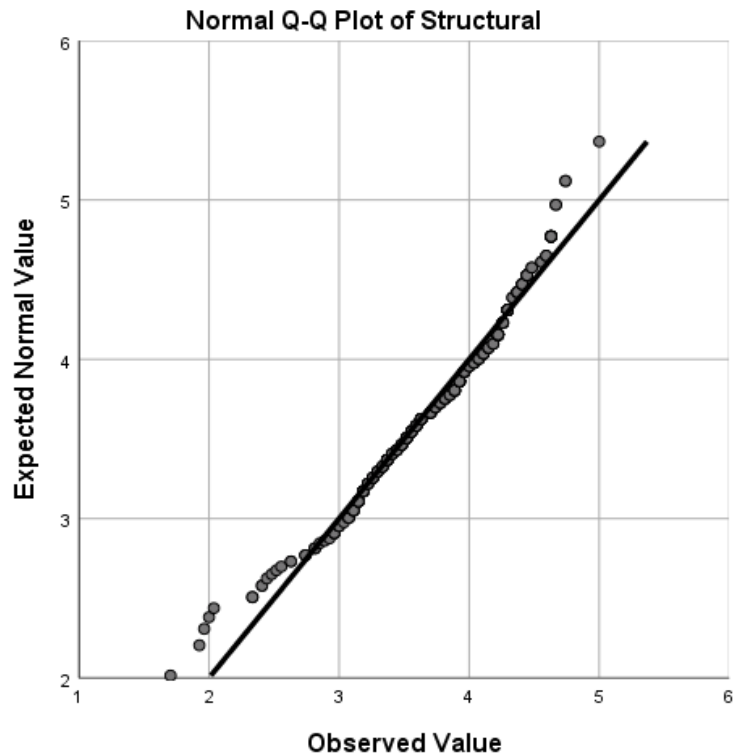


Figure 4.2: Normal Q-Q Plot of Structural Empowerment

Source: Data analysis (2019)

Psychological empowerment was the second empowerment dimension, conceptualized as an independent variable. The normal Q-Q plot of the psychological empowerment distribution indicated that normality assumption was not violated (Figure 4.3). The dots generated from the psychological empowerment data were close to the diagonal line.

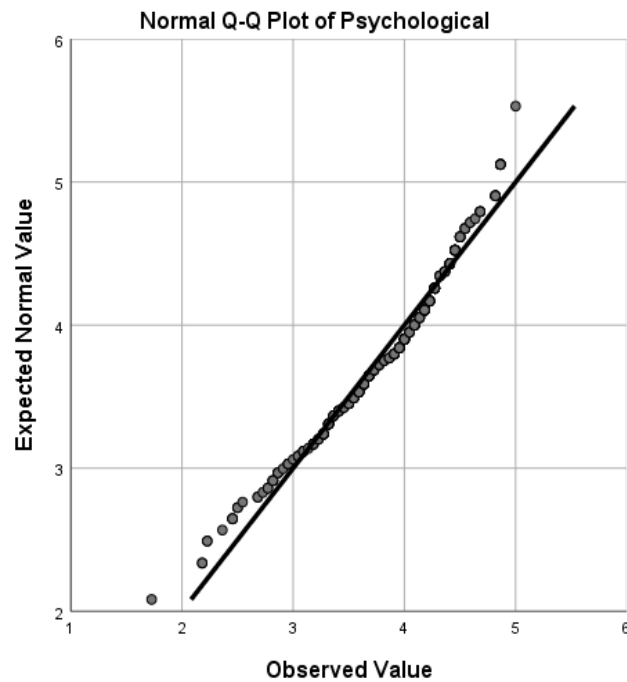


Figure 4.3: Normal Q-Q Plot of Psychological Empowerment

Source: Data analysis (2019)

Behavioural empowerment was identified as the third empowerment dimension conceptualized as an independent variable. The normal Q-Q plot shows that data were largely along the diagonal line, which signifies that data distribution for behavioural empowerment dimension was normal (Figure 4.4).

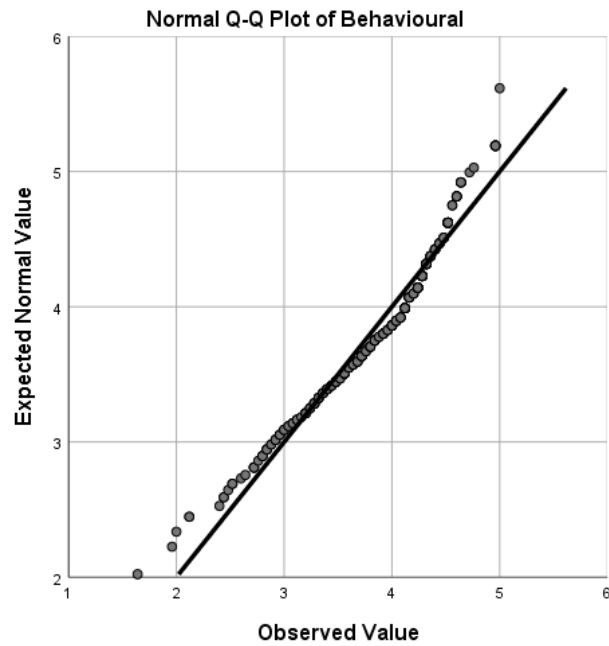


Figure 4.4: Normal Q-Q Plot of Behavioural Empowerment
Source: Data analysis (2019)

Job characteristics were conceptualized as the moderator variable. The normal Q-Q plot displayed in Figure 4.5 indicates that data dots stayed alongside the diagonal throughout the distribution. Job Characteristics data followed a normal distribution.

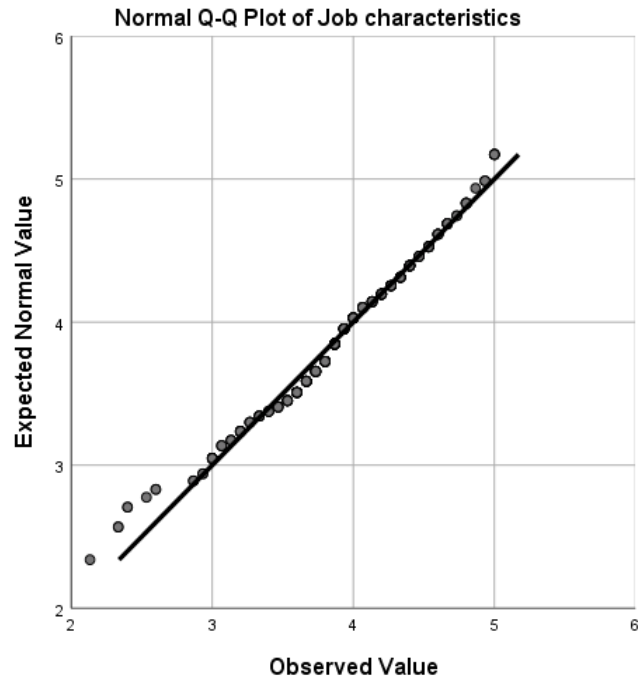


Figure 4.5: Normal Q-Q Plot of Job Characteristics

Source: Data analysis (2019)

4.6.2 Linearity Assumption Test

The Bivariate Scatter plots were used to examine the degree of linear relationship among the study variables used where Job characteristics was the moderating variable and empowerment dimensions specifically, structural, psychological and behavioural were the independent variables. Tabachnick and Fidell (2013) recognize linearity as one of the assumptions upon which regression analysis was pegged. Bivariate Scatter plots captured linearity better than Pearson correlation which was only limited to capturing the linear component of the relationship. Linearity of variables was confirmed when elliptical or oval scatter plots were produced as shown in Figure 4.6.

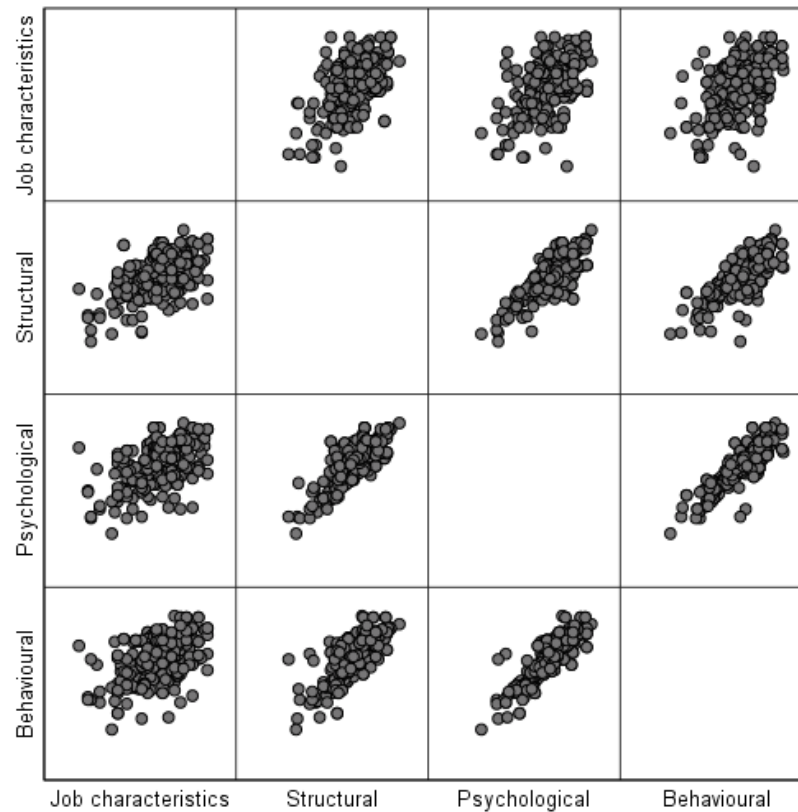


Figure 4.6: Linear relationship of variables

Source: Data analysis (2019)

Linearity is the assumption that a straight-line relationship exists between two variables (Tabachnick & Fidell, 2013). Testing for linearity was deemed necessary since linearity is an assumption of regression which must be satisfied. In-depth examination of the residual plots and scatter plots using statistical software packages indicated linear vs. curvilinear relationships (Keith, 2006; Osborne & Waters, 2002). Residual plots showing the standardized residuals and the predicted values which were used to establish linearity employee commitment which was the dependent variable as shown in Figure 4.7.

Normal P-P Plot of Regression Standardized Residual

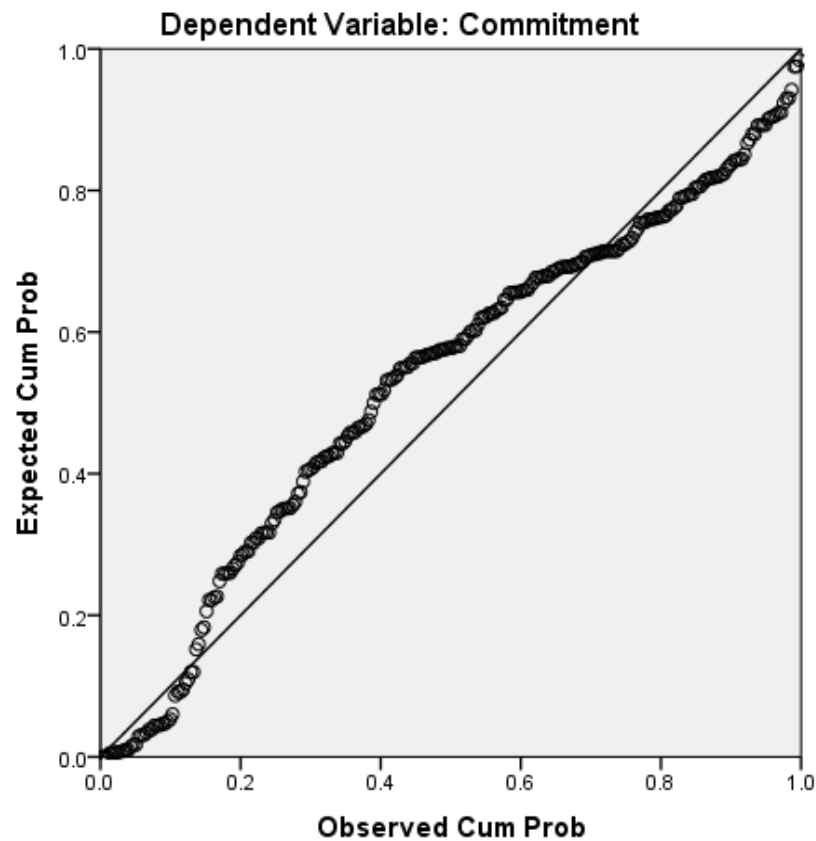


Figure 4.7 Linearity

Source: Data analysis (2019)

4.6.3 Homoscedasticity Assumption Test

Homoscedasticity applies to multiple regressions and as noted by Tabachnick and Fidell, (2013), assumes uniform variability in scores for dependent variable in relation to the independent variables. Homoscedasticity was checked using the standardized residual scatter plot (Figure 4.8). For this assumption to be met, variables were expected to produce oval or elliptical scatter plots. Results shown in Figure 4.8 indicate that oval scatter plots were in all the cells indicating non-violation of the homoscedasticity requirement.

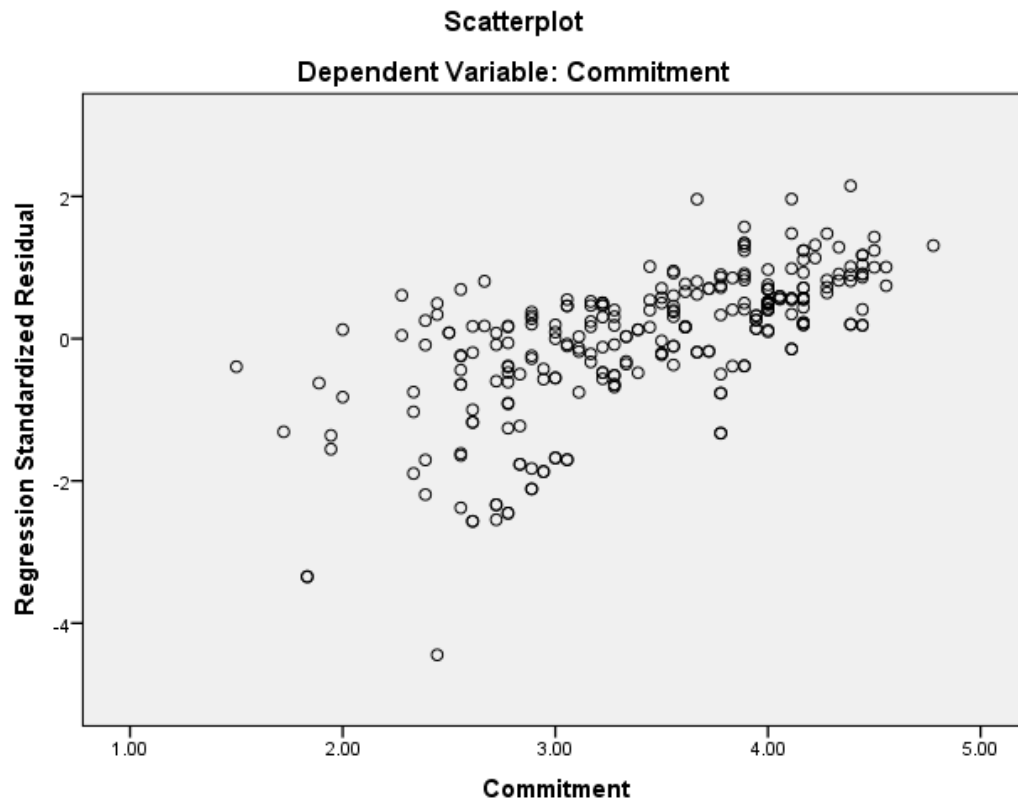


Figure 4.8 Homoscedasticity

Source: Data analysis (2019)

4.6.4 Autocorrelation Assumption Test

Autocorrelation as noted by Tabachnick and Fidell (2013) is a measure of correlation among regression residuals. The assumption of independence of errors is violated when factors such as time and distance are associated with the order in which cases are taken. Independence of errors was therefore tested using the Durbin-Watson statistic which is regarded as a measure of autocorrelation of errors when the order of cases is factored in (Tabachnick & Fidell, 2013).

Autocorrelation (independence of errors) was tested using the Durbin-Watson (DW) statistics. According to Hair et al., (2013), regression analysis assumes that regression residuals are independent of one another. In retrospect, a Durbin-Watson statistic in the range $1.5 \leq d \leq 2.5$ suggests lack of autocorrelation (Verbeek, 2012).

Under this test, the critical values of $1.5 < d < 2.5$ were used to examine presence of autocorrelation. Consequently, a Durbin-Watson statistic lying within the two critical values was deemed to signify lack of first order linear auto-correlation in multiple linear regression data. Results presented in Table 4.24 reveal that the overall Durbin-Watson statistic $d=1.496$ was between the two critical values and hence there was no first order linear auto-correlation in our multiple linear regression data. Results confirms that the Durbin–Watson statistics for each of the three independent variables and one moderator were in the range $1.3 \leq d \leq 2.5$, an indication of lack of autocorrelation.

Table 4.24: Autocorrelation Test

Model	Std. Error of the Estimate	Durbin-Watson
Structural	.48389	1.674
Psychological	.49327	1.258
Behavioural	.48730	1.376
Job characteristics	.60264	1.585
Overall	.45241	1.496

b. Dependent Variable: Commitment

4.6.5 Multicollinearity Assumption Test

Multicollinearity is identified as a situation where independent variables or predictors are highly correlated among themselves (Vatcheva, Lee, McCormick, & Rahbar, 2016). In the presence of multicollinearity, it may not be practically possible to assume the interpretation of the regression coefficient as being attributed to one variable, while holding others constant because of the information that could be overlapping. To test for multicollinearity, the Variance Inflation Factor (VIF), is known to assess the increase in the variance of an estimated regression coefficient when there is correlation among the predictors (Tabachnick & Fidell, 2013).

The rule of thumb for a VIF value should be less than ten and tolerance should be greater than 0.2 (Keith, 2006; Shieh, 2010). This was also supported by the VIF value, which fall below 5 and the least tolerance of 0.2, which is well below the cut-off of 10 and 0.2 respectively. Therefore, there is no violation of the multicollinearity assumption. Table 4.25 results showed that all the VIF values were below the threshold indicating that multicollinearity was not an issue in the study.

Table 4.25: Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Structural	.307	3.262
	Psychological	.200	5.006
	Behavioural	.229	4.366
	Job characteristics	.704	1.420

a. Dependent Variable: Commitment

The term collinearity implies that two variables are linear combinations of one another. When more than two variables are involved it is often called multicollinearity, although the two terms are often used interchangeably. Tabachnick and Fidell, (2013), noted that multicollinearity relates to the correlation matrix resulting from variables that are highly correlated. More important than the calculation is the interpretation of the Condition Index. Condition Index Values above 15 can indicate multicollinearity problems and values above 30 are a very strong sign for problems with multicollinearity (IBM, 2019). For all lines in which correspondingly high values occur for the Condition Index, one should then consider the Variance Proportions.

For each regression coefficient its variance is distributed to the different eigen values (Hair, Black, Babin, & Anderson, 2013). According to Hair et al. (2013) for each row with a high Condition Index, search for values above .90 in the Variance Proportions. If there are two or more values above .90 in one line one can assume that there is a

collinearity problem between those predictors. If only one predictor in a line has a value above .90, this is not a sign for multicollinearity. The collinearity statistics (Table 4.26) indicated that none of the dimensions (rows) contained more than one variance proportion above 0.90. Multicollinearity assumption was therefore not violated. On this basis it was assumed that there were no collinearity problems in the model. Since all values above .90 for these four predictors were not on one line, that have indicated no multicollinearity problem of all four variables.

Table 4.26 Collinearity Diagnostics^a

Model	Dimension	Eigen value	Condition Index	Variance Proportions				
				(Constant)	Structural	Psychological	Behavioural	Job characteristics
1	1	4.962	1.000	.00	.00	.00	.00	.00
	2	.020	15.869	.32	.03	.03	.06	.15
	3	.010	22.658	.68	.00	.00	.01	.81
	4	.006	29.301	.00	.91	.05	.26	.04
	5	.003	38.737	.00	.05	.92	.68	.00

a. Dependent Variable: Commitment

4.7 Correlation Analysis of the Variables

The correlation analysis was conducted to determine the relationship between two variables and is indicated with the coefficient symbol of (r). The coefficient obtained at the end of the analysis takes values between -1 and +1. Correlation results of the study (Table 4.27) showed that there was a significant positive and strong relationship between structural empowerment and commitment ($r= 0.705$, $p =0.000$). There was a significant positive and strong relationship between psychological empowerment and commitment ($r= 0.691$, $p =0.00$). There was a significant positive and strong relationship between behavioural empowerment and commitment ($r= 0.700$, $p =0.00$). There was a significant positive and average relationship between job characteristics and employee commitment ($r=0.469$, $p =0.0$).

These findings imply that an increase in structural, psychological and behavioural empowerment would lead to an improvement of employee commitment in hotels within Kisumu County. The findings indicated that structural, psychological and behavioural empowerment had a significant and strong relationship with employee commitment. However, the relationship between job characteristics and employee commitment was average.

Table 4.27: Correlation Analysis of the Variables

		1	2	3	4	5
1. Commitment	Pearson Correlation	1				
	Sig. (2-tailed)					
2. Structural	Pearson Correlation	.705**	1			
	Sig. (2-tailed)	.000				
3. Psychological	Pearson Correlation	.691**	.809**	1		
	Sig. (2-tailed)	.000	.000			
4. Behavioural	Pearson Correlation	.700**	.781**	.868**	1	
	Sig. (2-tailed)	.000	.000	.000		
5. Job characteristics	Pearson Correlation	.469**	.524**	.510**	.475**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

N=268

4.8 Multiple Regression Analysis

Multiple regression analysis was used to analyze the relationship between a single dependent variable and several predictor variables (Hair et al., 2006). The regression coefficient summary was used to explain the nature of the relationship between all the independent variables and the dependent. Based on the multiple regression model the coefficient of determination (R squared) of .558 showing that 55.8% of the variation in employee commitment can be explained by empowerment practices as summarized in Table 4.28.

The adjusted R square of .553 depicts that all the empowerment dimensions in exclusion of the constant variable explained the variation in employee commitment by

55.3% the remaining percentage can be explained by other factors excluded from the model. These factors may include motivation, job satisfaction and engagement that this study recommended for further research.

Table 4.28: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson	
					F	df1	df2		
1	.747 ^a	.558	.553	.45493	.558	111.124	3 264	.00	1.449

a. Predictors: (Constant), Behavioural Empowerment, Structural Empowerment, Psychological Empowerment

b. Dependent Variable: Employee Commitment

The analysis of variance was used to test whether the model could significantly fit in predicting the outcome than using the mean as shown in (Table 4.29). The regression model of empowerment as a predictor was significant ($F=111.124$, p value =0.00) showing that there is a significant relationship between employee empowerment and commitment.

Table 4.29: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.996	3	22.999	111.124	.00 ^b
	Residual	54.639	264	.207		
Total		123.635	267			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Behavioural Empowerment, Structural Empowerment, Psychological Empowerment

The β coefficients for empowerment as independent variable were generated from the model, in order to test the hypotheses of the study. The t-test was used to identify whether the empowerment dimensions as a predictor made a significant contribution to the model. Table 4.30 gave the estimates of β -value and the contribution of each predictor to the model.

Table 4.30: Coefficients of empowerment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	.095	.186		.512	.609					
Structural Empowerment	.406	.083	.354	4.90	.000	.704	.289	.200	.321	3.114
Psychological Empowerment	.168	.102	.151	1.66	.099	.691	.101	.068	.203	4.937
Behavioural Empowerment	.314	.092	.293	3.42	.001	.700	.206	.140	.229	4.370

a. Dependent Variable: Employee Commitment

β -value for structural, psychological and behavioural empowerment, had a positive coefficient, depicting positive relationship with employee Commitment as summarized in the model as:

$$Y = 095 - 0.406X_1 + 0.168X_2 + 0.314X_3 + \varepsilon \dots \dots \dots \text{Equation 4.4}$$

Where:

Y = Employee Commitment, X_1 = structural, X_2 = psychological, X_3 = behavioural and ε = error term

4.9 Hypotheses Testing

To determine the influence of empowerment on employee commitment, the researcher used multiple regression analysis to test the first three hypotheses of the study. The decision rule for testing this hypothesis was reject H_0 if $p < 0.05$ or do not reject if otherwise.

Hypothesis (H₀₁): Relationship between structural empowerment and commitment.

Hypothesis H₀₁; proposed that there was no significant relationship between structural empowerment and commitment in selected Hotels in Kisumu City, Kenya. To test this hypothesis, the structural empowerment variable was regressed on the employee commitment variable. The study hypothesized that there was no significant relationship between structural empowerment on employee commitment.

The study findings depicted that there was a positive significant relationship between Structural empowerment and commitment ($\beta_1=0.406$ and $p=0.000$). Therefore, a rise in structural empowerment led to an increase in employee commitment. Since $p < 0.05$ the null hypothesis (**H₀₁**) was rejected. Therefore, it can be concluded that structural empowerment had a significant influence on employee commitment. This implies that for every increase in structural empowerment, there is a resultant corresponding improvement in employee commitment.

Hypothesis (H₀₂): Relationship between Psychological empowerment and commitment.

Hypothesis H₀₂ postulated that there was no significant relationship between Psychological empowerment and commitment in selected Hotels in Kisumu City. To test the hypothesis, a regression of psychological empowerment variable and employee commitment variable was conducted. The study hypothesized that there was no significant relationship between psychological empowerment and commitment.

The study findings depicted that there was a significant relationship between Psychological empowerment and commitment ($\beta_2=0.168$ and $p=0.099$). Therefore, a unit increase in psychological empowerment leads to an increase in employee

commitment. Since $p > 0.05$, the null hypothesis (H_{02}) failed to be rejected. Therefore, it was concluded that psychological empowerment had no significant influence on employee commitment. This implies that a change in psychological empowerment, does not lead to an improvement in employee commitment.

Hypothesis (H_{03}): Relationship between behavioural empowerment and commitment.

Hypothesis H_{03} postulated that there was no significant relationship between behavioural empowerment and commitment in selected Hotels in Kisumu City. To test this hypothesis, the behavioural empowerment variable was therefore regressed on employee commitment variable. The study hypothesized that there was no significant relationship between behavioural empowerment and commitment. The study findings depicted that there was a positive significant relationship between Behavioural empowerment and commitment ($\beta_3=0.314$ and $p=0.001$).

Therefore, a unit increase in behavioural empowerment leads to an increase in employee commitment. Since $p < 0.05$ the null hypothesis (H_{03}) was rejected. Therefore, it was concluded that behavioural empowerment had a significant influence on employee commitment. This implies that for every increase in the behavioural empowerment, there was a corresponding change in employee commitment. A summary of the hypothesis testing using the multiple regression together with the conclusions thereof is shown in table 4.31. Hypotheses H_{01} and H_{03} were rejected because the p values were less than 0.005.

Table 4.31: Summary of Hypotheses Results

Hypothesis	β -value	P-value	Results
H₀₁: There is no significant relationship between structural empowerment and commitment in selected Hotels in Kisumu City.	$\beta_1=0.406$.000	Rejected
H₀₂: There is no significant relationship between psychological empowerment and commitment in selected Hotels in Kisumu City.	$\beta_2=0.168$.099	Fail to be Rejected
H₀₃: There is no significant relationship between behavioural empowerment and commitment in selected Hotels in Kisumu City.	$\beta_3=0.314$.000	Rejected

Source: Data Analysis, (2019)

4.10 PROCESS macro Analysis

PROCESS macro was used to determine the moderating effect of job characteristics on the relationship between empowerment dimensions and employee commitment in selected star rated Hotels in Kisumu City, Kenya. Moderation analysis was used in testing whether the magnitude of a variable effect on some outcome variable of interest depends on a third variable or set of variables. Specification of model 1 results in the estimation of a moderation model with a single moderator of the effect of X on Y (by W). PROCESS also offered an output option which aided in the construction of a visual representation of the interaction between empowerment dimensions and Job characteristics. These values were plugged into the graphing program to generate a visual depiction of the interaction.

H_{04a}: Moderating effect of job characteristics on the relationship between structural empowerment and commitment

A multiple regression model was used to investigate whether there was an association between structural empowerment and commitment as moderated by job characteristics in selected hotels. After centering structural empowerment and job characteristics and computing the interaction term of structural empowerment and job characteristics (Aiken & West, 1991), the two predictors and the interaction were entered into a simultaneous regression model.

PROCESS also displays the proportion of the total variance in the outcome uniquely attributable to the interaction, as well as a test of significance, in the section of output labeled —R-square increase due to interaction. This is equivalent to the change in R^2 when the product is added to the model, $R^2 = .5196$, $F(3,264) = 95.17$, $p < .001$ as summarized in table 4.32. Together, the variables accounted for approximately 52% of the variance in employee commitment.

Table 4.32: Struct*Job Outcome Variable: Com

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7208	.5196	.2250	95.1655	3.0000	264.00	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.3188	.9844	2.3556	.0192	.3806	4.2570
Struct	.0784	.2838	.2763	.7825	-.4804	.6372
Job	-.4275	.2648	-1.6143	.1077	-.9489	.0939
Int_1	.1713	.0736	2.3282	.0207	.0264	.3162

Product terms key: Int_1: Struct x Job

Results indicated that job characteristics ($\beta = -.428$, $SE = .265$, $p = .108$) and structural empowerment ($\beta = .078$, $SE = .284$, $p = .783$) were not significantly associated with employee commitment in hotels. The interaction between structural empowerment and job characteristics was significant ($\beta = .171$, $p = .0207$), suggesting that the effect of

structural empowerment on employee commitment depended on the level of job characteristics. Of primary focus in a moderation model is the coefficient for the product of the independent variable and the moderator and its test of significance.

When the interaction term between structural empowerment and job characteristics was added to the regression model, it accounted for a non-significant proportion of the variance in employee commitment in hotels with R2 Change = .010, change in F (1, 264) = 5.42, $p = .021$, $\beta = .171$, $t(264) = 2.33$, $p < .05$ as summarized in Table 4.33. From Table 4.33, the coefficient for the product is 0.1713 and statistically different from zero ($p < .001$). Therefore, the null hypothesis HO4a was rejected.

Table 4.33: Struct*Job Test(s) of highest order unconditional interaction(s):

	R²-chng	F	df1	df2	p
X*W	.0099	5.4206	1.0000	264.0000	.0207
Focal predict: Struct (X)					
Mod var: Job (W)					

Simple slopes for the association between structural empowerment and commitment was tested for low (-1 SD below the mean), moderate (mean), and high (+1 SD above the mean) levels of employee commitment. Each of the simple slope tests revealed a significant negative association between structural empowerment and commitment with job characteristics, but the employee commitment was more strongly related to employee commitment for high levels of job characteristics ($\beta = .84$, $SE = .075$, $p < .001$) than for moderate ($\beta = .75$, $SE = .058$, $p < .001$) or lower levels ($\beta = -.65$, $SE = .066$, $p < .000$) of employee commitment as summarized in Table 4.34.

Table 4.34: Struc*Job Conditional effects of the focal predictor at values of the moderator(s):

Job	Effect	se	t	p	LLCI	ULCI
3.3430	.6511	.0658	9.8980	.0000	.5216	.7806
3.8914	.7450	.0581	12.8230	.0000	.6306	.8594
4.4398	.8389	.0754	11.1315	.0000	.6906	.9873

PROCESS also offered an output option which aided in the construction of a visual representation of the interaction between *Structural* and *Job characteristics*. Figure 4.9 plots the simple slopes for the interaction between structural empowerment and job characteristics.

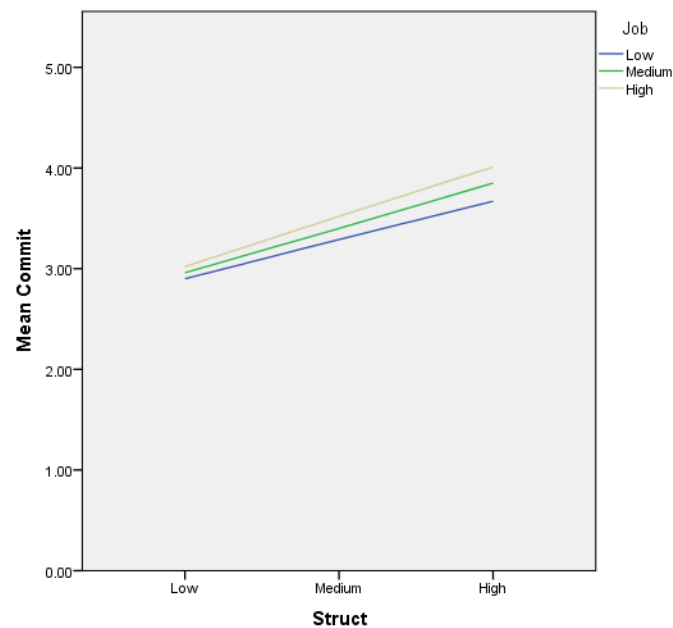


Figure 4.9 Graph/Scatterplot= Struct with Com by Job

The regression coefficients of interaction between structural empowerment and job characteristics on employee commitment in selected star rated Hotels was significant. Hypothesis **H_{04a}** stated that job characteristics does not moderate the relationship between structural empowerment and commitment in selected star rated Hotels. The results led to rejection of the hypothesis **H_{04a}**. This confirmed that job characteristics moderate the relationship between structural empowerment and commitment in selected star rated Hotels.

H_{04b}: Moderating effect of job characteristics on the relationship between Psychological empowerment and commitment

PROCESS displayed the proportion of the total variance in the outcome uniquely attributable to the interaction, as well as a test of significance. R-square increase due to

interaction and this was equivalent to the change in R^2 when the product is added to the model, $R^2 = .500$, $F(3,264) = 87.97$, $p < .001$ as summarized in Table 4.35. Together, the variables accounted for approximately 50% of the variance in employee commitment.

Table 4.35: Psy*Job Outcome Variable: Commitment

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7071	.4999	.2342	87.9744	3.00	264.00	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.5935	1.0372	1.5363	.1257	-.4488	3.6358
Psy	.2622	.2858	.9174	.3598	-.3005	.8248
Job	-.2103	.2777	-.7575	.4495	-.7571	.3364
Int_1	.1109	.0739	1.4998	.1349	-.0347	.2564

Key: Int_1:Psy*Job

Results indicated that psychological empowerment ($\beta = .262$, $SE = .286$, $p = .360$) and job characteristics ($\beta = -.210$, $SE = .278$, $p = .450$) were not significantly associated with employee commitment in hotels. The interaction between psychological empowerment and job characteristics was not significant ($\beta = .111$, $p = .135$), suggesting that the effect of psychological empowerment on employee commitment was not dependent on the level of job characteristics.

Of primary focus in a moderation model is the coefficient for the product of the independent variable and the moderator and its test of significance. When the interaction term between psychological empowerment and job characteristics was added to the regression model, which accounted for a non-significant proportion of the variance in employee commitment in hotels, R^2 Change = .004, change in $F(1, 264) = 2.25$, $p = .135$, $\beta = .111$, $t(264) = 1.50$, $p > .05$ as summarized in Table 4.36. The outcome of this test is the same as that for the test of the null hypothesis that the

regression coefficient for the product is not equals zero. Therefore, the null hypothesis H_{04b} failed to be rejected.

Table 4.36: Psy*Job Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0043	2.2493	1.00	264.00	.1349
Focal predict: Psy (X)					
Mod var: Job (W)					

PROCESS also offered an output option which aided in the construction of a visual representation of the interaction between Psychological empowerment and Job characteristics. Figure 4.10 plots the simple slopes for the interaction between psychological empowerment and job characteristics.

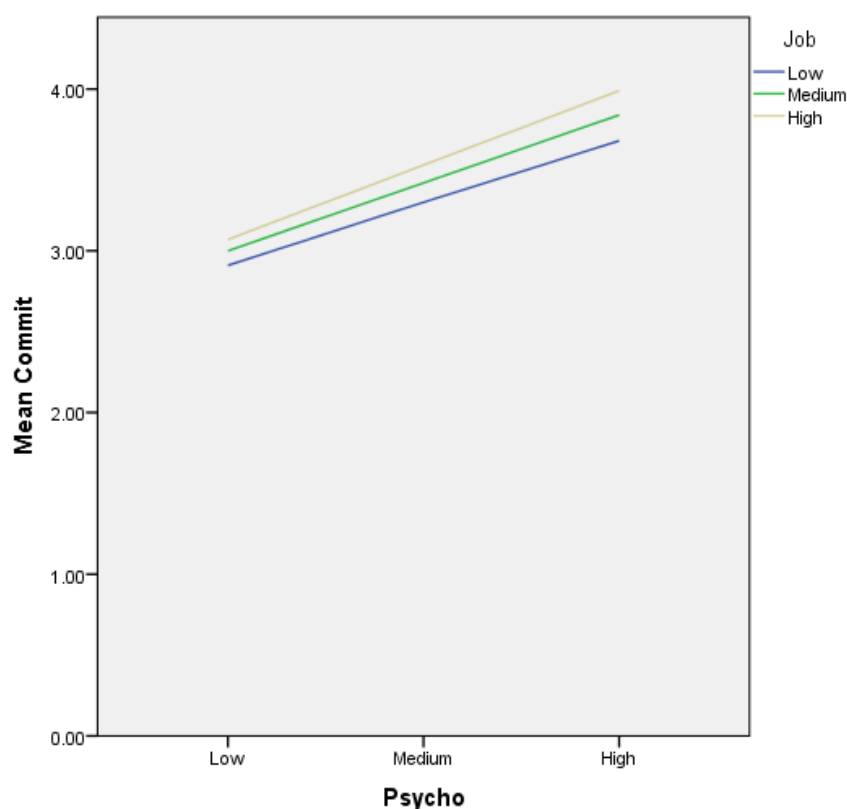


Figure 4.10 Graph/Scatterplot= Psy with Com by Job

The regression coefficients of interaction between psychological empowerment and job characteristics on employee commitment in selected star rated Hotels ($\beta = 0.051$, $t = 0.376$, $P > 0.05$) was not significant. The results led to failure to reject of the hypothesis

H_{04b}. This confirmed that job characteristics buffered the relationship between psychological empowerment and commitment in selected star rated Hotels.

H_{04c}: Moderating effect of job characteristics on the relationship between Behavioural employee empowerment and commitment

PROCESS also displayed the proportion of the total variance in the outcome uniquely attributable to the interaction, as well as a test of significance. R-square increase due to interaction and this was equivalent to the change in R^2 when the product is added to the model, $R^2 = .518$, $F(3,264) = 94.57$, $p < .001$ as summarized in table 4.37. Together, the variables accounted for approximately 52% of the variance in employee commitment.

Table 4.37: Beh*Job Outcome Variable: Com

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7197	.5180	.2257	94.5735	3.00	264.00	.000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.6363	1.0405	1.5726	.1170	-.4124	3.6850
Beh	.2265	.2845	.7960	.4268	-.3337	.7866
Job	-.2028	.2786	-.7279	.4673	-.7512	.3457
Int_1	.1146	.0739	1.5500	.1223	-.0310	.2602

Key: Int_1 :Beh x Job

Results indicated that behavioural empowerment ($\beta = .227$, $SE = .285$, $p = .427$) and job characteristics ($\beta = -.203$, $SE = .279$, $p = .467$) were not significantly associated with employee commitment in hotels. The interaction between behaviour empowerment and job characteristics was not significant ($\beta = .115$, $p = .122$), suggesting that the effect of psychological empowerment on employee commitment was not depended on the level of job characteristics.

When the interaction term between behavioural empowerment and job characteristics was added to the regression model, it accounted for a non-significant proportion of the variance in employee commitment in hotels with R^2 Change = .004, change in $F(1, 264) = 2.4$, $p = .122$, $\beta = .112$, $t(264) = 1.55$, $p > .05$ as summarized in Table 4.38. The outcome of this test is the same as that for the test of the null hypothesis that the regression coefficient for the product is not equals zero. Therefore, the null hypothesis H_{04c} failed to be rejected.

Table 4.38: Beh*Job Test(s) of highest order unconditional interaction(s):

	R²-chnng	F	df1	df2	p
X*W	.0044	2.4026	1.0000	264.0000	.1223
Focal predict: Beh		(X)			
Mod var: Job		(W)			

PROCESS also offered an output option which aided in the construction of a visual representation of the interaction between *behavioural empowerment* and *Job characteristics*. Figure 4.11 plots the simple slopes for the interaction between behavioural empowerment and job characteristics.

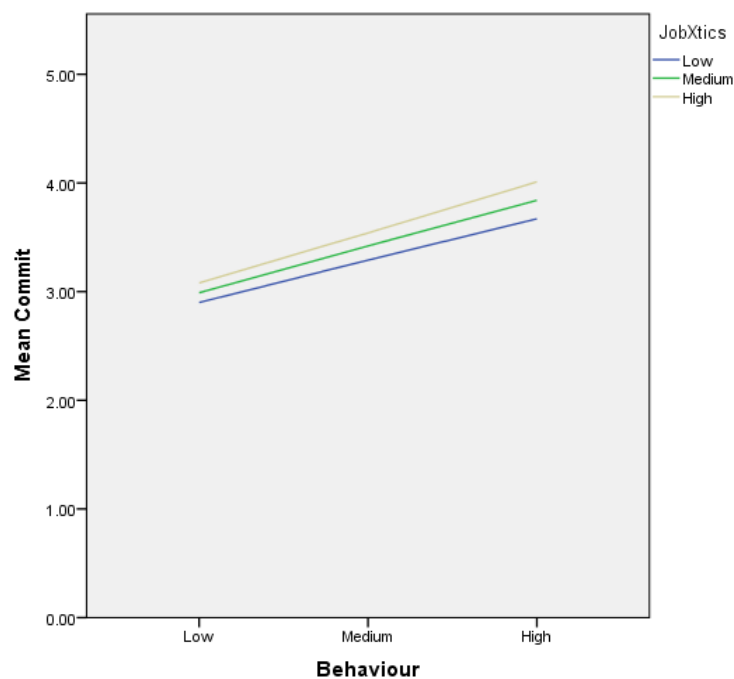


Figure 4.11: Graph/Scatter plot= Beh with Com By Job

The regression coefficients of interaction between behavioural empowerment and job characteristics on employee commitment in selected star rated Hotels was not significant. The results led to failure to reject of the hypothesis H_{04c} . This confirmed that job characteristics buffered the relationship between behavioural empowerment and commitment in selected star rated Hotels.

When the interactions were introduced into the analysis, the resulting model showed a significant relationship between structural empowerment and commitment in selected star rated Hotels. When the moderator was added the psychological as well as behavioural empowerment there was no significant relationship with employee commitment in selected star rated Hotels. This suggested that job characteristics had significant moderating effect on the relationship between structural empowerment and commitment in selected star rated Hotels. However, the job characteristics buffer the relationship between psychological as well as behavioural empowerment and commitment in selected star rated Hotels.

4.11 Qualitative Findings

From the interviews it was found that managers understand employee empowerment as being given an opportunity to make decisions on higher levels on behalf of the management. Employees were given responsibility and entrusted with a particular job that enabled the hotel to meet its objectives and satisfy the customer. It was the ability to let employees grow in terms of experience, making tough decisions, congratulating them when they put effort in their work and training them. It is allowing employees to make decisions to a certain level on their own- without interference from supervisor/management.

4.11.1 Empowerment Strategies

The study sought to explore the strategies adopted by the management to enhance employee commitment in their hotels. Interviews were conducted among the managers on what empowerment strategies they have put in place and elicited the following responses:

Manager 1 understood empowerment to be:

Empowerment is recognizing and exploring for the benefit of the organization, the power that exists in a person because of their useful knowledge and internal motivation within them (INT-1)

Another manager 2 stated that;

Empowerment is the authority to make decisions in a person's area of responsibility without seeking approval from others. Although empowerment equals to delegation of authority (INT-2)

However, Manager 3 stated that;

The empowerment of human resources is the process of encouraging human resources / employees able to develop and become more involved, in decisions and have the initiative to do something that is deemed necessary without the approval of others, so that will build trust employees and management and ultimately the employee will be responsible for his work and contribute to making the organization work better. (INT-3)

Manager 4 stated that;

In every part of organizations, there are many different people, each with their own unique perception and personality, and also have different capacity and capability in doing something. As these diversities can become useful assets, organizations need to fully realize and optimally utilize those potentials in order to produce benefits for both employees and organization. (INT-4)

Manager 5 stated that;

One practice which can be implemented by hotels in extracting employees' potentials is by giving them more involvement, provide opportunities to be more autonomous, and create a friendly environment, which make them, feel accepted and have influence in the industry. (INT-5)

4.11.2 Structural empowerment strategies

The study sought to explore the strategies adopted by the management to enhance employee structural empowerment in their hotels. Interviews were conducted among the managers on what structural empowerment strategies they have put in place and elicited the following:

Manager 1 stated that;

This empowerment focuses on managerial actions, such as giving individuals more access to information and opportunities to learn in organizations.

Manager 2 stated that;

The lack of time, resources and information considerably hampered employees' idea generation. The hotels have the ability to offer information to their employees and provide them with a good working environment.

Manager 3 stated that;

Employees were empowered in the hotel as reflected by access to resources.

Manager 4 stated that;

Empowerment is a management technique which involves the sharing and delegation of authority between managers and their employees.

Manager 5 stated that;

Hotels devolve power through information, knowledge, resources, skills development, support and responsibility

Managers agreed that employees got information regarding their performance appraisals quarterly, daily briefings, during departmental meetings and when necessary.

The information was often delivered through a word of mouth and through the programme of the employee of the month by HODs.

Managers had their hotels well-resourced to facilitate the work done by the employees through a centralized process but also, there was a lot of bureaucratic protocol which caused some delays. There were enough resources provided to avoid guest complaints

and enable work to be carried out. Assistance was given when required in case there were many checkouts and arrivals or if there was an increase in workload. Employees were assisted when necessary depending on the nature of the task being performed.

Employees were empowered to make decisions as long as they knew the limit. There was open process and they were involved in setting objectives/targets and therefore able to make decisions to a certain extent. Some of the employees had no power-to make all decisions on behalf of management. Employees were involved in developing the strategic plan, and setting targets and goals and always informed if their targets had been met. Some of the managers gave a chance to their employees to participate in decision making, during briefings and handing over depending on the department. However, a few of the managers did not give a chance to their employees.

4.11.3 Psychological empowerment strategies

The study sought to explore the strategies adopted by the management to enhance psychological empowerment in their hotels. Interviews were conducted among the managers on what psychological empowerment strategies were put in place and the following were their responses:

Manager 1 stated that;

Psychological empowerment involves employees' experience of being authoritative and dependable in their work.

Manager 2 stated that;

Empowerment enables supervisors to give their employees more discretion and autonomy in order to make them more committed to their organization.

Manager 3 stated that;

Hotels have adopted empowerment initiatives that could boost employees' level of commitment, such as sharing power, giving responsibility and granting decision-making authority.

Manager 4 stated that;

Empowerment offers employees with persistence, belongingness and loyalty.

Manager 5 stated that;

It is an empowerment that raise individuals' sense of power and competence in a way that makes them able to deal with their job requirements.

From the interviews it was found that managers considered the competence of employees during recruitment. Some hotel managers recruited skilled employees who are responsible and able to work with minimum supervision. The employees were expected to have learned on-the-job and were therefore skilled enough to perform their duties. Some of the employees were semi-skilled and they had to be trained on the job. The highly skilled employees were allowed to manage certain tasks.

4.11.4 Behavioral empowerment strategies

The study sought to explore the strategies adopted by the management to enhance behavioural empowerment in their hotels. Interviews were conducted among the managers on what behavioural empowerment strategies they have put in place and elicited the following:

Manager 1 stated that;

Empowerment is an individual active work orientation of hotel employees

Manager 3 stated that;

It is an enabling process, conceptualized as the ability of leaders to delegate authority, encourage accountability, self-directed decision-making and coaching of employees.

From the interviews, managers agreed that employees were flexible in taking up new tasks. Managers agreed that employees had a strong sense of belonging in the hotel. When an employee was absent, their colleagues readily stood in for them. Managers

agreed that employees/subordinates worked as a team. Employees knew what was expected of them and were great team players and a cohesive group.

4.11.5 Employee Commitment strategies

The study sought to explore the strategies adopted by the management to enhance employee commitment in their hotels. Interviews were conducted among the managers on what commitment strategies they have put in place as shown below:

Manager 1 stated that;

Commitment is an individual's belief and acceptance of hotel goals and values plus willingness to work for the hotel as an employee.

Manager 2 stated that;

This commitment entails using time constructively, paying attention to details, making extra effort to attain the hotels goals.

Manager 3 stated that;

Commitment is a process that develops over an extended period of time as an employee expects to be rewarded for the services they offer in the hotel. If commitment does not occur, the employees may leave the industry.

Manager 4 stated that;

An employee joins a hotel with expectations, skills, desires, and needs, expecting to use them to satisfy their wants.

Manager 5 stated that;

When the hotel is able to fulfill employee needs, they become committed, therefore, reducing absenteeism, turnover, and improving their performance. If the hotel is unable to fulfill these needs he/she is likely to seek employment elsewhere.

From the interviews it was found that the manager/supervisor, often provided feedback and guidance to their employees/subordinates on their work performance on daily, weekly quarterly in a structured way. Feedback was given during weekly meetings by the duty manager and daily during the briefings. Managers agreed that the tasks assigned to the employees were compatible with their personal values, with a degree of

flexibility. The supervisor was involved only when there was a problem, to ensure the work had been done. Managers agreed that employees executed their tasks to completion with expected outcomes because they were committed and eager to learn more. Managers agreed that employees took their work seriously and knew what was expected of them.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of the study based on objectives and hypothesis, conclusions and recommendations as well as suggestions for further research.

5.1 Discussion of Findings

This chapter presents the discussion of findings on the relationship between employee empowerment and commitment and the moderating effect of job characteristics on the relationship between employee empowerment and commitment in selected star rated hotels in Kisumu City, Kenya. The discussion was carried out in line with the study objectives from which the conclusions and recommendations drawn.

5.1.1 Employee Commitment in selected Hotels

The findings indicated that the employee commitment in the hotels was essential to the success or failure of the establishment. The higher the employee commitment was, the more responsible an individual was to the organization. On affective commitment, majority of the employees would be happy to spend the rest of their career with the hotel and employees enjoyed discussing their hotel with people other than their colleagues. This concurs with Meyer and Allen (1991) that affective commitment will mostly result from work experiences that satisfy employees' needs to feel comfortable in the organization and contribute to their feelings of competence in the work role.

The employees had independence in organizing the way of doing things in their job and felt like 'part of the family' of the hotel. The employees felt 'emotionally attached' to the hotel and the job had a great deal of personal meaning for them. The findings agreed with Meyer and Allen (1991) that employees of an organization with a strong sense of

affective commitment to the employing organization will remain a member of that organization because they want to. This commitment is characterized by the degree to which an individual identifies with, is involved in, and enjoys membership in an organization. The implication for this study is that work experiences that satisfy employees' need to feel comfortable in the hospitality industry contribute to their feelings of competence in the work role.

On continuance commitment, employees were afraid of what might happen if they quit their job without having another one lined up and they therefore continued to work for the hotel because of the overall benefits that they got. It was very hard for employees to leave the hotel right then, even if they wanted to and too much in their life would be disrupted if they decided to leave the hotel then. The employees had no reason to leave the hotel and staying with the hotel was a matter of necessity and employees felt they had a few options to consider leaving the hotel. The findings support Meyer and Allen (1991) that the commitment of employees in an organization is usually dictated by the costs that the employee associates with leaving the organization and perceived lack of alternatives. This implied that commitment of employees in the hotel was solely dependent on the type of commitment attached to the work environment and organization in general.

On normative commitment, majority of the employees were loyal to the hotel and they continued to work for the hotel because they felt they had a moral obligation to work there. The employees had not moved from one hotel to another too often. Sometimes the employees would feel guilty if they stopped working in the respective hotel and indicated that it was not right to move from one hotel to another. The findings collaborate Meyer and Allen (1997) affirmation that employee commitment on the

other hand, is directly related to the perceived obligation to remain with the organization.

Employee commitment is related to internalized pressures to act in ways that comport with organizational goals and interests. This component suggests that employees feel a moral need to stay in the organization. It also concurs with Muguella et al., (2013) that the employees' emotional bond to their organization reflects affective commitment which has been considered as an important determinant of dedication and loyalty.

5.1.2 Structural empowerment and commitment

Structural empowerment focuses on the power to create and sustain a work environment. It starts with the ability to access and mobilize information, support, resources, and opportunities from one's position in the organization. On perceived support the non-managerial employees received feedback and guidance from superiors, peers, and subordinates. Their achievements and success were acknowledged and they received helpful hints or problem-solving advice from their colleagues. The employees were rewarded for their work effort and their colleagues valued their contributions. The hotel provided emotional support by listening to the employees and supervisors were concerned about their necessary work-life demands and employees felt valued by their supervisors.

The results agree with Muguella et al., (2013) that support is backing, acknowledgment of achievements, endorsement, legitimacy, approval, advice, and problem solving in the work environment. Employees who perceived organizational support felt indebted to respond favorably to the organization in the form of positive job attitudes and also supported organizational goals. These results corroborate Loi, Hang-Yue and Foley, (2006) that employee commitment is one of the important consequences of perceived

organizational support. This implies that access to feedback and guidance of employees by the managers will instill commitment and increase employee performance in the industry. The results imply that in the long run support of the employee leads to commitment, which is a consequence of perceived support, thus the literature is consistent with the current study.

On access to opportunity the job provided employees with substantial freedom and independence to schedule their work and offered them opportunities to participate in projects with increased responsibilities. The employees had chances to gain new skills and knowledge on the job and the job offered them chances for promotion. The job offered employees benefits and rewards for achievement of better results and sometimes offered employees chances for training. The results support John's (2005) assertion that career advancement, autonomy and measurability of output related to commitment indicate that the creation of job ladders and job flexibility will maximize commitment and thus minimize absenteeism and turnover. Employees who perceive promotion decisions to be fair are likely to be committed to the organization.

The implication is that access to opportunity positively influences employee commitment to the organization. The results agree with Neeraj (2011) that employees want to grow in their careers over time. The employees feel that the hotel is providing them opportunities for growth in their careers and hence they feel more satisfied with their jobs. Career development is like a catalyst for bringing individual expectations in line with organizational realities. The implication is that, provision of such privileges such as training, career development, job autonomy and benefits and rewards will enhance commitment of the employees.

On access to information the subordinate employees had access to sources of information within the hotel and they shared information regarding the job with their colleagues. The employees received information from their supervisors regarding their work often, received information about their department's performance and were informed about matters affecting their job. This result corroborates what Markey and Patmore (2011) who found out that there was a very strong positive correlation between affective commitment and employees' access to information and job involvement.

The results support Carriere & Bourque, (2009) that access to information is accomplished by providing staff members with information beyond what is required to address specific issues that affect them and their jobs. Similar results were also proven by Torka (2013), who found out that employee involvement leads to more affective and normative commitment to the department as well as to the organization amongst Dutch metal workers.

This means that access to information by the employees from their supervisors gave them the freedom in completing their assigned tasks competently. This agrees with Xiaohui (2007) that access to information structures on knowledge and skills enables employees to 'be in the know' to carry out one's job such as technical knowledge, expertise and informal information on things happening in the organization. These findings support Carriere and Bourque (2009) findings that access to information equips employees with information required to address specific issues that affect them and their jobs.

On access to resources the employees had adequate time to complete their work and sometimes had influence in the department to bring the required materials/ equipment. The employees had adequate materials in their department to facilitate their job and the

departments had enough manpower to carry out the expected work. The employee's participation in decision making played a vital role in enhancing employees' commitment. Employees were committed to perform their tasks better if they had adequate tools and equipment. Provision of modern equipment in the work place would go a long way towards enhancing motivation and commitment. The use of autonomy where employees are able to act on behalf of the company is associated with organization commitment.

The study findings depicted that there was a positive significant relationship between Structural empowerment and commitment ($\beta_1=0.406$ and $p=0.000$). Therefore, a rise in structural empowerment led to an increase in employee commitment. Since the $p < 0.05$ the null hypothesis (H_{01}) was rejected. The structural empowerment had a significant influence on employee commitment. This implies that for every increase in structural empowerment, there is a resultant corresponding improvement in employee commitment.

This finding agrees with Ahmad and Oranye (2010) who found a relatively weak relationship between structural empowerment and organizational commitment in England and Malaysia. These findings are consistent with Ahmad & Oranye (2010) research on Kanter's theory of structural empowerment, which stated that high perceptions of power have strong positive relationships with organizational commitment. This finding agrees with Vacharakiat, (2008) that indeed, the more employees perceived a high level of structural empowerment, the more they wanted to stay in the organizations.

5.1.3 Psychological empowerment and commitment

On competence; the findings indicated that employees were willing to exert more effort and persistence in the face of obstacles in their job, focused on learning in their work environment and carried out their job effectively within the work environment. The subordinate employees were capable of performing skillfully the tasks assigned to them and often solved customers' problems. The results complement Krishna (2007), argument that high self-efficacy will result in initiating behaviors, willingness to exert more effort and persistence in the face of obstacles. However, if employees have low self-efficacy, they will tend to avoid confronting their fears and improve their perceived incompetence. Competence is achieved through accomplishments and learning. The results of the study imply that the competence cognition positively influenced employee commitment to the hotel. This implies that a sense of competence among employees will highly instill the ability to believe in their skills and capability to perform their work better.

On impact; the findings indicated that employees had opportunities to give opinions and suggestions about operational changes and their work environment and sometimes had influence in their department. The employees were able to contribute to the hotel's operating outcome and make a difference in their department by being creative. When impact exists, employees would feel that they could perform better and have significant influence in the organization and therefore managers should provide their subordinates substantial opportunities to give opinions and suggestions about their operational changes in their work environment. This had positive impact on their work outcomes. Managers needed to affirm their employees that they can affect the hotel outcome by completing the assigned tasks. The implication is that the impact cognition among the employees would instill the belief that they can be change-agents in these hotels. The

implication of the impact cognition for this study is that empowered employees will positively impact on their work outcomes leading to organizational commitment and performance.

On meaning; the findings indicated that the tasks assigned to non-managerial employees were compatible with their personal values and their ideas about the achievement of the department's goals were valued. The employees regularly acted on behalf of the department for its greater good and engaged in activities that were worth their time, energy and effort. The subordinate employees felt that their job was important, had opportunities to pursue worthy goals in their hotel and had a feeling of personal accomplishment from their work. Organizations have to make sure that the objective of assigned work task is compatible with their employees' value systems, in order to be perceived as meaningful to ensure that employees are motivated and committed to the organization. This implies that it is paramount for the hotels in Kenya to orient their employees to their goals.

On self-determination; the findings indicated that the non-managerial employees were interested and optimistic in their work even when difficulties arose and were able to complete their work effectively. The employees completed the tasks assigned to them freely, had control over the tasks which they performed in their department and autonomy/power over how they carried out their job. According to the descriptive statistics, employees felt a greater sense of autonomy when they were free to make independent decisions and took initiative without pressure from the hotel, resulting to a greater sense of accountability and responsibility which positively influenced the self-determination cognition leading to organizational commitment.

When employees believe that they are just following the order from their superior, then they will not feel a sense of empowerment due to the little autonomy and freedom given. The self-determination of employees will give employees the freedom in completing the assigned tasks competently. The implication is that empowered employees in the selected hotels had some control over what they did, how much effort they put in their work, and when they had a say in when to start and stop their task.

The study findings depicted that there was a significant relationship between Psychological empowerment and commitment ($\beta_2=0.168$ and $p=0.099$). Therefore, a unit increase in psychological empowerment leads to an increase in employee commitment. Since $p > 0.05$, the null hypothesis (H_{02}) failed to be rejected. Therefore, it was concluded that psychological empowerment had no significant influence on employee commitment. This implies that a change in psychological empowerment, does not lead to an improvement in employee commitment.

This agrees with (Jha 2010) study which found that psychological empowerment influences affective and normative commitment positively. This finding is congruent with previous research (Chang, Shih & Lin, 2010; Dewettinck & Amejide, 2011). The results revealed that psychological empowerment is an effective intervention in the educational context. It also contradicts Seibert et al. (2011) which concluded that feelings of autonomy, competence, and impact are likely to increase the individual's commitment to the organization.

Bhatnagar (2012) and De Villiers and Stander (2011) in their studies found similar results and were of the opinion that psychologically empowered employees were more engaged, more loyal and less likely to engage in turnover intention. Empowered employees saw themselves as more capable and were able to influence their job and

organizations in a more meaningful way, act independently, and had a higher commitment to their organization. These findings collaborate Humborstad and Perry (2011) who found that when employees are self-determined, they can then complete their work more effectively. This implies that it is paramount for the hotels in Kenya to orient their employees to their goals. This means that when employees have no sense of freedom or autonomy in the organization, their affective commitment is low.

5.1.4 Behavioural empowerment and commitment

On the employee's performance of job tasks; majority of respondents tried to achieve the best standards of quality of a job and were able to make changes to improve efficiency in performing their tasks. The employees had independence in organizing the way of doing things in their job, often arrived early and started work immediately and followed the rules and procedures of the hotel even when no evidence showed. The involvement, empowered, active and relatively self-determined contributions of employees aimed at securing work effectiveness or at improving work efficiency within the organization (Boudrias & Savoie, 2006).

The employees made changes to improve efficiency in performing their tasks, worked seriously and rarely made mistakes and did not mind taking a new task which was difficult. This agrees with Boudrias & Savoie (2006) that empowered employees are expected to conscientiously assume their work-related responsibilities and proactively initiate change in their work environment to increase work efficiency.

Majority of employees coordinated and communicated with co-workers; consulted with other coworkers before taking actions that may affect them and managers and low cadre employees mixed freely in the hotel. The employees felt that the management showed concern for their welfare and those of others and were willing to help colleagues with

their work when necessary. This concurs with Boudrias & Savoie (2006) that self-reports of behavioural involvement correlate with supervisor ratings of the same dimensions, with the exception of the group collaboration dimension, which may not be directly observable by supervisors.

On effort for improvement in the work group; the findings indicated that most employees were able to introduce new ways of doing things in their team and managers appreciated their effort and encouraged them to develop. The employees were treated with respect by management and their colleagues, management recognized and made use of their abilities and skills and offered a good opportunity for acquiring skills in teamwork.

On the involvement at the organizational level; the findings indicated that the most of the employees actively participated in departmental meetings, made suggestions to improve their department's functioning and activities and participated in discussions concerning the future of the hotel. This concurs with Spreitzer (1995), that a psychologically empowered individual usually wished and felt able to shape his or her work role and context, which should enable behaviors aimed at improving the ways of doing things in their tasks, workgroup and the organization.

The study hypothesized that there was no significant relationship between behavioural empowerment and commitment. The study findings depicted that there was a positive significant relationship between Behavioural empowerment and commitment ($\beta_3=0.314$ and $p=0.001$). Therefore, a unit increase in behavioural empowerment leads to an increase in employee commitment. Since $p < 0.05$ the null hypothesis (H_{03}) was rejected. The behavioural empowerment had a significant influence on employee

commitment. This implies that for every increase in the behavioural empowerment, there was a corresponding change in employee commitment.

This agrees with Cameron (2013) who identified four strategies to produce extraordinary performance in organizations: creation of a positive climate; positive relationships; positive communication and positive meaning. This is attainable if leaders are developed to delegate authority, keep people accountable for results, allow self-directed decision making, inform and develop them.

The results implied that leadership empowerment behavior influences employees' perceptions of and experiences in the work environment to a great extent. When leaders empower their employees, they will feel more competent and in control and they will experience meaning in their work. The results are in line with previous studies and confirm that when leaders empower rather than control their employees, they will experience psychological empowerment (Mendes & Stander, 2010; Raub & Robert, 2010). Employee empowerment brings decision-makers and employees closer, hence shortening the duration of tasks. Empowered individuals had a more active role in the organization, will take on initiatives, and participate in the activities of the organization.

5.1.5 Moderating effect of Job characteristics on the relationship between empowerment dimensions and employee commitment

The regression coefficients of interaction between structural empowerment and job characteristics on employee commitment in selected star rated Hotels was significant. The hypothesis H_{04a} was rejected; Job characteristics moderate the relationship between structural empowerment and commitment in selected star rated Hotels. Structural empowerment represents a powerful approach to creating workplaces that attract and retain individuals to organizations. This concurs with Faulkner & Laschinger (2008)

that an individual's perception of the work environment form feelings of empowerment and structurally empowering circumstances cannot fully be realized unless the employee is psychologically open.

This agrees with Kimura (2011) that PE mediated relationships between structural empowerment, person organization fit, and their interaction effected on work engagement. Namasivayam, Guchait, and Lei (2014) indicated that PE mediated the relationship between leader empowering behaviors and employee satisfaction, which consequently resulted in higher employees' organizational commitment levels and higher customer satisfaction. Structural empowerment is concerned with the conditions of the work environment and is considered as a structural determinant that influences behavior in an organization. By sharing decision-making, upper management may decide strategically and innovatively about how to promote the organizational advancement.

The regression coefficients of interaction between psychological empowerment and job characteristics on employee commitment in selected star rated Hotels was not significant. The results led to failure to reject hypothesis H_{04b} . The job characteristics buffered the relationship between psychological empowerment and commitment in selected star rated Hotels. This agrees with Hackman and Oldham, Mukul, Rayhan, Hoque, and Islam (2013) who found no significant relationship between workers' job characteristics and their job satisfaction. This could be because the employees in the hotel have no freedom in scheduling the work or in determining the procedure to be used in carrying it out.

Conversely, Idua (2014) failed to establish a mediating effect of job-related attitudes (job satisfaction and organizational commitment) on the relationship between

empowerment and organizational performance. The organizational commitment is elicited by psychological empowerment which brings a fit between work demands and the individual needs and values of an employee. Tastan and Serikkan (2013) examined the relationship between psychological empowerment (personal development, self-determination, initiation, substantial impact and competency) and found a significant influence on voluntary behaviors among academic staff in universities in Istanbul.

The employees have confidence in performing their work themselves. Psychological empowerment is a set of perceptions that are shaped by the work condition, as an enduring personality trait (Spreitzer, 1995). Structurally empowering work settings contribute to fostering greater feelings of autonomy, meaning and impact (Faulkner & Laschinger, 2008).

The regression coefficients of interaction between behavioural empowerment and job characteristics on employee commitment in selected star rated Hotels was not significant. The results led to failure to reject hypothesis H04c. This confirmed that job characteristics buffered the relationship between behavioural empowerment and commitment in selected star rated Hotels. This agrees with Seibert et al., (2011) who posit that OCB is an expression of identification and involvement in the entire workplace and not just one's defined work role. The definitions reveal that Organization Citizenship Behaviour is a matter of personal choice. Organizational commitment is related to internalized pressures to act in ways that conform to organizational goals and interests. This implies that the selected star rated Hotels should empower employees to ensure that they are committed to stay in the organization.

In conclusion, for hotels to enhance employees' empowerment, more attention should be paid to organizational commitment and job characteristics, due to the implication of

these findings for the organization itself. Employees who are more empowered in their jobs are more committed to their organizations. Organizational commitment is positively correlated to job characteristics. Employee commitment is related to internalized pressures to act in ways that comport with organizational goals and interests. This implies that the selected star rated hotels should empower employees so that they may be committed and have a feeling of stay with the hotel. This concurs with Ahmad and Oranye (2010) that the nature of the profession is likely to conclude which dimension of empowerment will produce greater organizational commitment.

This finding indicated that Job characteristics had a significant and positive relationship with employee commitment. This agrees with Obi-Nwosu, Chiamaka, and Tochukwu (2013), who suggested that job characteristics are predictors of employees' commitment. This finding is consistent to previous results (Amiri *et al.*, 2013; Na-Nan & Pukkeeree, 2013), which found that there was a positive association between organizational commitment and job characteristics. This agrees with Amiri, Mirhashemi, and Parsamoein (2013) who stated that the organizational commitment level is based on the job characteristics and employees job roles. They found that there was a significant correlation between the components of job characteristics (autonomy, task identity, feedback, and job challenge) and organizational commitment. This agrees with Oyewobi, Suleiman and Jamil (2012) that job characteristics are aspects of the individual employee's job and tasks that shape how the individual perceives his or her particular role in the organization.

5.2 Implications

After analyzing the obtained data, the hypotheses of the research have been accepted. According to these results, the assumptions that the structural empowerment efforts concerning employees have a positive impact on the employee commitment (H_{01}), that

the psychological empowerment efforts concerning employees have a positive impact on the employee commitment (H_{02}), that the behavioural empowerment efforts concerning employees have a positive impact on the employee commitment (H_{03}), job characteristics have a positive significant effect on the relationship between employee empowerment and commitment (H_{04}), have been confirmed.

In the study, it has been determined that statements related to the scales has been above average value, and that the perceptions concerned with the behavioural empowerment scale have a higher level compared to the other empowerment scales. It was necessary to increase the structural empowerment, which was relatively low compared to the other empowerment dimensions. Hotel managers need to make efforts to get rid of the obstacles which bar the empowerment of employees. Alongside the view that applying each dimension of empowerment separately has a positive impact on the activities of the hotel, considering the behavioural, psychological, and structural dimensions as one will provide positive results for managers and employees.

In hotels where employees are empowered, collective decision-making and the balanced distribution of authority and responsibility will not only increase the employee's efficiency, work satisfaction and commitment, but will also improve the employee's capacity of meeting expectations and of adapting to change. Hotels should not neglect this case; they need to take steps to empower their employees. Apart from empowerment efforts, hotels should seek to encourage the behavioural and psychological empowerment dimensions and improve the structural factors which if lacking can cause employees to feel weak. Hotels that have empowered employees are efficient, profitable and can retain their competitive advantage in the service industry. Empowerment efforts will contribute to the hotels competitive advantage and financial

performance as well as increase employees' skills and work satisfaction, efficiency and commitment to the hotel.

Although various studies have been undertaken on the relationship between empowerment dimensions and employee commitment, the present study attempted to deem these relationships in a different panorama in order to bring more insight in the subject matter of employee commitment. For the present study, the relationship among the job characteristics, employee empowerment and commitment were considered in a perspective of reciprocity norms. The study opens new horizons to the researchers across the globe, whereby employee empowerment and job characteristics are considered as catalyst for the employee commitment and analyzed in a functional relationship model. A new regime in employee–employer relationship purview of reciprocation perspective may impel management scholars to investigate the functional relationship of empowerment as an input of employee commitment while emphasizing on achieving organizational equilibrium. However, this, study encompasses the managerial implication by gauging the understanding of mechanism by which of employee' reacts to the workplace environment and develop a commitment toward their job and organization.

This study provides significant managerial implications through testing associations and attempting to deliver a framework for organizational commitment by employees in the hotel industry and the theoretically related variables (empowerment and job characteristics). In this regard, it presents empirical evidence that job characteristics have positive effects on employees' commitment. Therefore, managers in hotels should look at commitment as an attitude that is directly affected by managerial actions and organizational practices and ensure that a proper alignment of organizational values and mission with those of the employees exists.

They can also empower employees by demonstrating that the hotels recognized and appreciated employees' contributions and cared for their development through decentralizing the control of organizational power and designing jobs in a manner that maximizes challenge, autonomy, feedback, skill variety and allows for growth and learning. The hotels' inability to motivate employees financially necessitates emphasizing on non-financial means of eliciting and maintaining employee commitment. In addition, the findings stress the importance of using various types of interpersonal relationships to mitigate the challenging conditions inherent in the environment of the hotel industry. The retention of employees who decide to work in the hotel can be enhanced by creating a working environment whereby employee's structural, psychological and behavioural empowerment are met through instilling a sense of belonging, shared mission and contribution.

By increasing the level of autonomy in the jobs, the employees' commitment level can be increased, as this empowers the employees to develop new skills and they are ready to take responsibilities (Tim & Bakker, 2010); and the study results further confirm this proposition. Looking at the positive effect of feedback on organizational commitment the practitioners should focus on providing timely feedback to employees so that the employees can improve their work on a continuous basis; improve productivity; perform better; achieve goals on time; reduce stress (Hutchins, 2019). Thus, in practical terms jobs can be enriched by bringing changes in the characteristics of the jobs and would further enhance the level of motivation and commitment of employees.

5.3 Conclusion

The study made the following conclusions:

First, that structural empowerment had a significant influence on employees' commitment in selected hotels in Kisumu City. The employees working in the hotels were committed to their work when they had organizational, supervisors and coworkers support. The employees were committed to their hotels when they were provided with fair promotion opportunities. Access to information enabled employees working in the selected hotels to become committed especially when provided with the expertise to accomplish jobs and participate in decision making process. The contribution of knowledge in this study was that the provision of information, support and opportunities among employees enhances their commitment through innovativeness.

Secondly, that there was no significant influence of psychological empowerment on commitment in selected hotels in Kisumu City. When employees found meaning in their work, they had a strong belief in their capability to perform better. The employees always made decisions about their jobs, had freedom or autonomy on how they performed tasks and these led to high levels of commitment.

Thirdly, that behavioural empowerment had significant influence on employees' commitment in selected hotels in Kisumu City. The employees were independent in organizing the way of doing things and followed the rules and procedures. The employees felt that the management showed concern for their welfare and were willing to help their colleagues where necessary. The contribution of knowledge is that behavioral empowerment is not only implemented to change employee cognitions, but also to foster proactive activities that will have an impact on organizational outcomes.

Fourthly, that job characteristics influenced employee commitment in selected star rated Hotels. Job characteristics moderated the relationship between structural empowerment and commitment in selected star rated Hotels. The job autonomy provided the opportunity for independence and freedom in how employees did their work. The employees were allowed the opportunity to complete the work they started. The individual employee's tasks shaped how they perceived his or her particular role in the hotel. Feedback played a critical role in promoting meaningfulness at work. Managers should give feedback to their subordinates in order to improve, or reinforce positive behaviours.

Structural empowerment plays a significant role in the management of organizational commitment. Structural empowerment represented a powerful approach to creating workplaces that attract and retain individuals to organizations. The contribution of knowledge was that having access to information and opportunities, receiving support and resources necessary to do one's job were identified as empowering structures. When employees are structurally empowered, the manifestation in the star rated hotels is reflected by access to these structures facilitated by formal job characteristics and lack of it will considerably hamper employees' commitment.

Job characteristics buffer the relationship between psychological and behavioural empowerment on employee commitment in selected star rated Hotels. The employee commitment was elicited by psychological empowerment that meets the work demands and the individual needs of an employee. The differences in job characteristics in different sectors do exist. The main differences can be wholly or partially explained by differences in job content and not by the sector itself. Employees should be empowered because it is through empowerment that an organization will develop a strong culture

which reflects employee commitment in order to survive, grow, compete, and face any possible challenges that may arise.

Employees actively participated in departmental meetings, made suggestions to improve their department's functioning and activities and took responsibility for their actions. Empowered employees had a more active role in the hotel, took initiatives and participated in the activities of the hotel. When leaders empower their employees, they felt more competent and in control and experienced meaning in their work

5.4 Recommendations

The study recommends the following:

The management of star rated hotels should ensure that their employees are empowered in order for them to be loyal and be retained to reduce movement from one hotel to another.

The hotel managers should offer employees an opportunity to participate in decision making and give necessary support for training.

The management of the hotels should engage employees in activities that are meaningful, worth their competence, time and effort in order to achieve their performance.

The hotel managers should involve their employees in decision making and collaborate with them especially when there is work overload.

The management of the hotels should ensure employees have autonomy to perform their tasks with respect to their skills.

5.5 Implications of the Study

To theory: the adoption of both Kanter's and social cognitive theory has enriched our understanding of employee empowerment by enhancing the tangible indicators, which can be expressed by the task performed by employees.

To policy: hotels should develop policies that promote psychological and behavioural empowerment in hospitality industry. This will give the employees enough latitude towards their service delivery, but also let them know the limits of their authority.

To practice: When employees feel empowered at work, there may be stronger job performance, job satisfaction and commitment to the hotel.

Job characteristics moderated the relationship between structural empowerment and commitment in selected star rated Hotels. This implies that job characteristics always affects the tangible aspects (support, resources, information and opportunity) of an hotel and this will interfere with commitment of employees.

5.6 Contribution to Knowledge

Extrinsic factors, specifically structural and behavioral empowerment influence employee commitment while psychological empowerment which is intrinsic does not. This means external factors are more important than internal factors

Commitment in several studies have comprised of 3 factors – normative, affective and continuance. This study established that EC can be explained by 5 factors including affective and continuance that were retained but normative commitment was omitted and replaced with obligation, guilty and attachment.

Job characteristics that affect other industries have similarities with those in the hotel industry.

The moderating effect of job characteristics on the relationship between employee empowerment and commitment using PROCESS macro has shown that structural empowerment is important in hotels compared to psychological and behavioral empowerment

Triangulation of Kanter's theory and the social cognitive theory has deepened, widened and enriched the understanding of employee empowerment

5.7 Areas for Further Research

Given that this study focused on the moderating effect of Job characteristics on the relationship between employee empowerment and commitment in star rated hotels in Kisumu city, Kenya, The study recommends that further studies be conducted on:

How job characteristics affect empowerment, how job tasks affect empowerment and how hotel Industry characteristics affect empowerment.

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APPENDICES

Appendix I: Questionnaire for Subordinate Employees

Dear Respondent,

My name is Lucy Jumah, a PhD student in Hospitality management at Moi University Eldoret. I am conducting a study on **‘The Moderating effect of job characteristics on the relationship between employee empowerment and commitment in star-rated hotels in Kisumu City, Kenya.’** You have been selected as one of the respondents for this study. Kindly complete this questionnaire as honestly and precisely as possible to assist me get data. The information given is purely intended for academic purposes and will be treated with utmost confidentiality. Your participation is entirely voluntary and the questionnaire is completely anonymous. Your contribution in facilitating this study will be highly appreciated.

Thank you.

SECTION A: RESPONDENT BACKGROUND INFORMATION

Please read the questions carefully and tick [] in the appropriate space

1. Gender: Male [] Female []
2. Marital status: Married [] Single [] Divorced [] Separated []
3. How long have you been working for this Hotel? Round off to the nearest year.
Less than 1 year [] 1 - 5 years [] 6 - 10 years [] more than 10 years []
4. Please indicate your department: Front office [] Housekeeping []
F& B Service [] F&B Production []
5. Please indicate your age group.
18-25 [] 26-35 [] 36-45 [] 46-55 [] Over 56 years []
6. What is your highest level of education?
Secondary [] Certificate () Diploma [] University [] Postgraduate []
7. Kindly indicate your level of income (Ksh).
Less than 10,000 [] 10,001 - 15,000 [] 15001- 20,000 [] Over 20,001 []
8. Kindly indicate your job status.
Permanent [] Contract [] Casual []

SECTION B: STRUCTURAL EMPOWERMENT

9. In the scale given below, *please tick [√] in the appropriate space* indicating your level of agreement with the following statements describing Structural empowerment. **Key: 1 = Strongly Disagree, 2 =Disagree, 3 = Neutral, 4 = Agree , 5 = Strongly Agree**

Code	Perceived support	1	2	3	4	5
B1	I receive feedback and guidance from superiors, peers, and subordinates.					
B2	The work environment acknowledges my achievements and success.					
B3	I receive helpful hints or problem-solving advice from my colleagues.					
B4	I am rewarded for my work effort.					
B5	Colleagues value my contribution.					
B6	The hotel provides emotional support by listening to me.					
B7	My supervisor is concerned about my work-life demands as necessary.					
B8	I am valued by my supervisor.					
	Access to Opportunity					
B9	My job provides me with substantial freedom and independence to schedule my work.					
B10	My job offers me opportunities to participate in projects with increased responsibilities.					
B11	I have chances to gain new skills and knowledge on the job.					
B12	My job offers me chances for promotion.					
B13	My job offers me benefits and rewards for achievement of better results.					
B14	My job offers me chances for training.					
	Access to Information					
B15	I have access to sources of information within the hotel.					
B16	I share information regarding the job with my colleagues.					
B17	I participate in decision-making in my department.					
B18	I am well informed about the hotel's goals and objectives.					
B19	I receive information from my supervisor regarding my work often.					
B20	I receive often information about my department's performance					
B21	I am informed about matters affecting my job.					
	Access to Resources					
B22	I have adequate time to complete my work.					
B23	I have influence in my department to bring the required materials/ equipment.					
B24	There are adequate materials in my department to facilitate my job.					
B25	My department has enough manpower to carry out the expected work.					
B26	I get assistance whenever I need it.					
B27	I have the tools and resources to do my job well.					

SECTION C: PSYCHOLOGICAL EMPOWERMENT

10. To what extent do you agree with the following statements on Psychological Empowerment in your hotel? **Key: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

Code	Competence	1	2	3	4	5
C1	I am willing to exert more effort and persistence in the face of obstacles in my job.					
C2	I have an effect on the environment of my department.					
C3	I am focused on learning in my work environment.					
C4	I carry out my job effectively within my work environment.					
C5	I am capable of performing skillfully the tasks assigned to me.					
C6	I often solve customers' problems.					
	Impact					
C7	I have opportunities to give opinions and suggestions about operational changes and my work environment.					
C8	I have influence in my department.					
C9	I am able to contribute to the hotel's operating outcome.					
C10	I am able to make a difference in my department by being creative.					
	Meaning					
C11	The tasks assigned to me are compatible with my personal values.					
C12	My ideas about the achievement of the department's goals are valued.					
C13	I regularly act on behalf of my department for its greater good.					
C14	I engage in activities that are worth my time, energy and effort in my department.					
C15	I feel that my job is important.					
C16	I have opportunities to pursue worthy goals in this hotel.					
C17	I get a feeling of personal accomplishment from my work.					
	Self-determination					
C18	I am interested and optimistic in my work even when difficulties arise.					
C19	I am able to complete my work effectively.					
C20	I complete the tasks assigned to me freely.					
C21	I have control over the tasks which I perform in					

	my department.					
C22	I have autonomy/power over how I carry out my job.					

SECTION D: BEHAVIOURAL EMPOWERMENT

11. To what extent do you agree with the following statements on behavioral empowerment in your hotel? **Key: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

Code	Performing Job Tasks	1	2	3	4	5
D1	I try to achieve the best standards of quality in my job.					
D2	I am able to make changes to improve efficiency in performing my tasks.					
D3	I have independence in organizing the way of doing things in my job.					
D4	I often arrive early and start work immediately.					
D5	I follow the rules and procedures of the company even when no one is looking and no evidence can be shown					
	Efforts in Job Tasks					
D6	I am willing to help my colleagues to solve problems related to their job.					
D7	I establish job priorities and recognize attempts to achieve team goals					
D8	I make changes to improve efficiency in performing my tasks.					
D9	I work seriously and rarely make mistakes.					
D10	I do not mind taking a new task which is difficult.					
	Collaboration					
D11	I coordinate and communicate with co-workers.					
D12	I consult with other coworkers before taking actions that may affect them.					
D13	Managers and low cadre employees mix up freely in the hotel.					
D14	I feel the management shows concern for my welfare and those of others.					
D15	I am willing to help my colleagues with their work when necessary.					
	Effort for Improvement in the Work Group					
D16	I am able to introduce new ways of doing things in my work team.					
D17	I am appreciated for my effort and encouraged to develop.					
D18	I am treated with respect by management and my colleagues.					
D19	Management recognizes and makes use of my abilities and skills					
D20	I am offered a good opportunity for acquiring skills in teamwork					
	Involvement at the Organizational Level					
D21	I actively participate in departmental meetings					

D22	I make suggestions to improve my department's functioning and activities.					
D23	I take responsibility for participating or concerning about the future of the company					
D24	I give constructive suggestions that can improve the company's activities					
D25	I am engaged in periodic discussions with supervisors					

SECTION E: EMPLOYEE COMMITMENT

12. To what extent do you agree with the following statements on employee commitment in your hotel? **Key: 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

Code	Affective Commitment	1	2	3	4	5
E1	I would be very happy to spend the rest of my career with this hotel.					
E2	I enjoy discussing my hotel with people other than my colleagues.					
E3	I feel a strong sense of belonging to this hotel.					
E4	I feel like 'part of the family' of this hotel.					
E5	I feel 'emotionally attached' to this hotel.					
E6	This hotel has a great deal of personal meaning for me.					
	Continuance Commitment					
E7	I am afraid of what might happen if I quit my job without having another one lined up.					
E8	It would be very hard for me to leave the hotel right now, even if I wanted to.					
E9	Too much in my life would be disrupted if I decided to leave this hotel now.					
E10	I have no reason to leave this hotel.					
E11	Staying with this hotel is a matter of necessity to me.					
E12	I feel that I have very few options to consider leaving this hotel					
E13	I continue to work for this hotel because of the overall benefits that I get.					
	Normative Commitment					
E14	I have moved from one hotel to another too often.					
E15	I am loyal to this hotel.					
E16	I continue to work for this hotel because I have a moral obligation to work here.					
E17	I will feel guilty if I stop working for this hotel.					
E18	I feel it is not right to move from one hotel to another.					

F. JOB CHARACTERISTICS

13. To what extent would you describe your job characteristics with the following statements in your Hotel? For each statement, tick [√] the number that comes closest to your opinion, using the five-point scale: **1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

		1	2	3	4	5
	Skill variety					
F1	My job provides a lot of variety.					
F2	My job provides me with a variety of work.					
F3	My job gives me the opportunity to do a number of different things.					
	Task identity					
F4	My job allows me the opportunity to complete the work I start.					
F5	My job is arranged so that I have a chance to do the job from beginning to end.					
F6	My job is arranged so that I may see projects through to their final completion.					
	Task significance					
F7	My job affects a lot of other people by how well I perform.					
F8	My job is relatively significant in the organization.					
F9	My job is very significant in the broader scheme of things.					
	Autonomy					
F10	My job allows me to be left on my own to do my work.					
F11	My job provides the opportunity for independent thought and action.					
F12	My job gives me considerable opportunity for independence and freedom in how I do my work.					
	Job feedback					
F13	My work provides feedback on how well I am performing.					
F14	My job provides me with the opportunity to find out how well I am doing.					
F15	My work provides me with the feeling that I know whether I am performing well or poorly.					

Thank you for your participation.

Appendix II: Interview Guide for Managerial Employees

1. What is your understanding by employee empowerment?
2. What structural strategies does the management use in the star rated hotels?
3. Are there any psychological strategies that management use in the star rated hotels?
4. What behavioral strategies does the management use in star rated hotels?
5. In your view, what makes your employees stay longer or leave this hotel for another hotel?
6. In your position as a manager/supervisor, how often do you provide feedback and guidance to your employees/subordinates on their work performance?

Thank you for your time.

Appendix III: Research Permit

**THIS IS TO CERTIFY THAT:
MS. LUCY - JUMAH
of MOI UNIVERSITY, 2030-20200
KERICHO, has been permitted to conduct
research in Kisumu County**

Permit No : NACOSTI/P/19/17463/30270

Date Of Issue : 23rd May, 2019

Fee Recieved :Ksh 2000

**on the topic: THE MODERATING EFFECT
OF JOB CHARACTERISTICS ON THE
RELATIONSHIP BETWEEN
EMPOWERMENT AND EMPLOYEE
COMMITMENT IN STAR-RATED HOTELS
IN KISUMU CITY, KENYA**

**for the period ending:
23rd May, 2020**



**Applicant's
Signature**

**Director General
National Commission for Science,
Technology & Innovation**

Appendix IV: Research Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/17463/30270**

Date: **23rd May, 2019**

Lucy Jumah
Moi University
P.O. Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“The moderating effect of job characteristics on the relationship between empowerment and employee commitment in star-rated hotels in Kisumu City, Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Kisumu County** for the period ending **23rd May, 2020**.

You are advised to report to **the County Commissioner and the County Director of Education, Kisumu County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Kisumu County.

The County Director of Education
Kisumu County.

Appendix V: Research Authorization (County Commissioner)



THE PRESIDENCY

MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

Telephone: Kisumu 2022219/Fax: 2022219
Email: ckisumucounty@gmail.com

COUNTY COMMISSIONER
KISUMU COUNTY
P.O. BOX 1912-40100
KISUMU

Ref: CC/KC/ED/3/VOL.4/166

Date: 16th July, 2019

All Deputy County Commissioners
KISUMU COUNTY

RESEARCH AUTHORIZATION: LUCY JUMAH

Reference is made to a National Commission for Science and Technology and Innovation letter ref: NACOSTI/P/19/17463/30270 dated 23rd May 2019 on the above subject matter.

The above named is a student of Moi University. She has been authorized to carry out a research on *"The moderating effect of job characteristics on the relationship between empowerment and employee commitment in star-rated hotels in Kisumu City"*. The research ends on 23rd May 2020.

Kindly accord her any assistance that she may need.

P.A. DOLLA (MBS)
COUNTY COMMISSIONER
KISUMU COUNTY

Copy to:

Lucy Jumah
Moi University
P.O. Box 3900-30100
ELDORET.