

The Relationship between Employee Empowerment and Perceived Employee Job Performance among the Hospitality Sector in the Kingdom of Bahrain: The Case of Three Star Hotels in Bahrain

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Abstract - Employees are significant resources in any organization; thus, they can make or break an organization. Therefore, successful companies are cognizant regarding ways used to engage and empower employees. Through employees, empowerment provides them with the opportunity to develop independence, something that increases their commitment to the organization, thus leading to enhanced performance. The study aimed to determine the relationship between employee empowerment and perceived employee performance of the hospitality sector in the Kingdom of Bahrain. Further, the study was conducted with the variables (employee inclusion, problem handling, employee creativity, employee autonomy, and decision making) to evaluate the correlation between employee empowerment and perceived employee performance. The paper applied an online survey questionnaire to gather information regarding the topic under research. The study collected responses from 154 research participants. The collected data were analyzed using the Statistical Package for the Social Sciences by considering descriptive frequency tables. Pearson correlation analysis was performed to test the relationship between the gathered data. From the Pearson correlation analysis test, it was found that there is a significant relationship between the status of employee empowerment and the level of perceived employee performance among the hospitality sector in the Kingdom of Bahrain.

Keywords: Employee Empowerment, Employee Inclusion, Problem Handling, Employee Creativity, Employee Autonomy, Decision Making, Employee Performance

INTRODUCTION

Managers, entrepreneurs as well as scholars in the field of management view the employee as a critical resource to enhancing competitive advantage to organizations. Hence they think that the engagement and empowerment of employees are paramount to the success of any organization. In this sense, a novel way of management is employee empowerment as this allows employees the opportunity to have independence in addition to feedback in an organization, thus making empowerment a successful process (Pelit, Öztürk, & Arslantürk, 2011). According to recent research undertaken on the empowerment of employees, it has shown that empowerment results in an increase in organizational commitment, customer satisfaction, and performance. Employee empowerment does not seem literary mean that organizational management leaves its obligation in terms of performance or leading the company. Instead, in an empowered employee administration, the organization's responsibility is involved in creating as well as foster a setting that is apparent where the input of employees is desired and nurtured. In this regard, the management develops trust in its employees and allow open communication between its employees.

The research has found there are various aspects of a job that results in satisfaction and, thus, motivation. However, other aspects cause job dissatisfaction. In this regard, (Fernandez & Moldogaziev, 2013) argue that aspects, which result in satisfaction or dissatisfaction, are dissimilar. Therefore, this theory states that job dissatisfaction, as well as satisfaction,

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is a product of different aspects that is motivation and the environment, respectively. Motivation is regarded as an internal force that drives people towards achieving personal as organizational goals. Therefore, motivational aspects are those factors of the job that make individuals want and desire to perform as well as provide them with satisfaction. Environmental factors include working setting conditions such as organizational policies and interpersonal matters. The factors that are related to job satisfaction are thus referred to as motivators.

Regarding the hospitality sector, empowering of employees in making decisions is likely to boost morale, satisfaction as well as organizational performance. Since the hotel industry has become highly competitive, some hotels allow their workers to pamper their guests with various rewards such as providing a free drink without getting authority from the management (Choi, Goh, Adam, & Tan, 2016). Others go even a step further, providing discounts as well as complimentary on food or even accommodation during the next visiting especially for guests when the initial stay is found not to have been happy with how they were served. Indeed, this is seen as a service recovery approach. Therefore, the hospitality sector facing challenges of a turbulent in addition to the unstable environment has forced hospitality companies to modify, update their services to achieve the change in the needs and wants of their customers. Consequently, the implementation of innovation through employee empowerment has become a critical strategy for successful hospitality organizations. In the 21st century, creativity is viewed as a critical aspect of the development process in the field of hospitality (Gill, Flaschner, Shah, & Bhutani, 2010).

Employees are the cornerstone of any organization; hence they can make or break an organization. Employees who are highly motivated provide higher output, whereas those who have low motivation drag the organization downwards. Lack of commitment on the side of employees, changes in terms of employees' responsibilities by the employer without the willingness of employees creates obstacles to empower employees (Murphy, 2019). According to managers are supposed to provide employees with the privilege to make decisions as a strategy to make use of human capital maximally. In this sense, caring and respectful behavior such as employee encouragement enhance the quality and interest of employees towards their jobs. Similarly, organizations should promote values to implement practical modes to attain job satisfaction effectively.

Major hotels in Bahrain have undertaken several strategies to improve employee empowerment by allowing key non-management employees to make decisions without necessarily waiting for a manager to authorize so long it is in the interest of the organization's desired outcome (He, Murrmann, & Perdue, 2010). Junior employee is encouraged to move out of their way by making service recovery for guests who are not satisfied with the offered services. Employees in particular areas are allowed to extend service discounts to customers in an attempt to resolve issues among recurring customer requests, which were initially handled by managers exclusively. Another empowerment approach that has been implemented is allowing employees with the opportunity to suggest innovative ideas to help organizations to reduce operational costs and eliminate wastage. Research regarding the relationship between employee empowerment and the job performance of the hospitality sector in Bahrain shows several programs that have been adopted by hotels such as information sharing, training, and decision-making with participation, which broadly means employee performance (Abraiz, Tabassum, Raja, & Jawad, 2012). However, the study found that there was a lack of visibility into the impact of employee empowerment on job satisfaction. The problem of the statement in this study is to verify the relationship between employee empowerment and job satisfaction in the hospitality industry in the Kingdom of Bahrain.

Research Objectives

The research objectives are to find out the status of employee empowerment (employee inclusion, problem handling, employee creativity, employee autonomy, and decision making) in the hospitality sector in the Kingdom of Bahrain. Also, to evaluate the level of perceived employee performance in the hospitality sector in the Kingdom of Bahrain. Further, to analyze the relationship between the employee empowerment (employee inclusion, problem handling, employee creativity, employee autonomy, and decision making) and perceived employee performance of the hospitality sector in the Kingdom of Bahrain. Finally, to bring out the problems faced and suggestions by the respondents of the hospitality sector in the Kingdom of Bahrain.

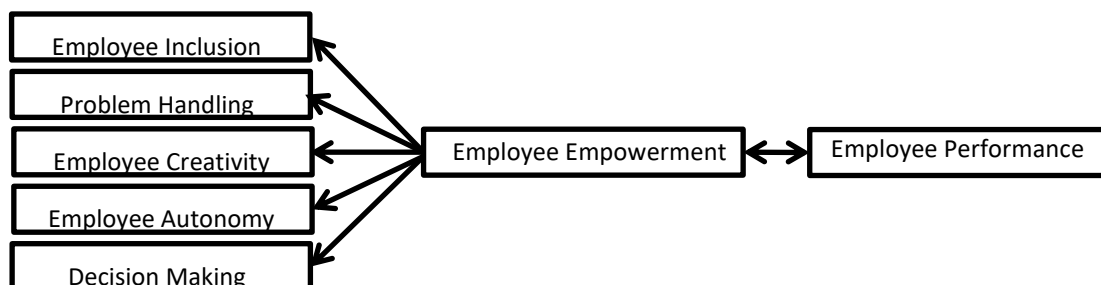


Figure 1: Research Model

Figure 1 represents the research model consists of 5 independent variables of employee empowerment (employee inclusion, problem handling, employee creativity, employee autonomy, and decision making) relationship with the as a dependent variable (employee performance). The framework was developed based on the different researches from the high indexed journals, published and unpublished data, discussed using the various definitions and also on the practical experience. The research model consists of a direct relationship with independent and dependent variables.

LITERATURE REVIEW

Empowerment has become one of the most relevant concepts in the new field of management theory and practice. While the definition varies the essence of this study, empowerment is described as a procedure used to provide workers with the relevant guidelines as well as skills to allow for autonomous decision making which includes responsibility and accountability when it comes to making these decisions within the accepted restrictions which are part and parcel of the culture of the organization.

On the same note, Namasivayam, Guchait, & Lei, (2014) defined empowerment as the exercise of providing individuals with the opportunity to make job decisions through the expansion of their autonomy regarding decision making. In addition to that, empowerment has been defined as the breakdown of traditional hierarchical structures whereby an empowered organization, the closest person in the line of work to a problem, is provided with the mandate to solve the problem (Choi et al., 2016). The concept has spanned industrial and culture sectors. For example, in Japan, empowerment is referred to as a training workforce to have trust in each other, education, support, motivation, respect, and ideas with the target of advancing employees' skills. Furthermore, (Indranil, 2018) suggests that empowerment should be a long-term process commitment that is incorporated into an organization's development approach to motivate and nurture loyalty amongst employees. Indeed, a workforce that has autonomous decision-making abilities can forcefully act as business partners that will focus their attention on profitability (S. Sharma & Taneja, 2018).

Empowerment is more related to the Theory Y style of management that was brought forward by Douglas McGregor in 1960. According to Theory Y, managers have a more optimistic opinion of the capability to get excellent performance from employees. Indeed, this belief makes such leaders more likely to implement empowerment among employees compared to Theory X leaders who have little trust in employees' ability. About the content theories of motivation (Fernandez & Moldogaziev, 2013) place emphasis on motivational factors in an attempt to explain satisfaction as well as motivation within an organization. The focus of this theory is on the outcomes of satisfaction and dissatisfaction.

According to Kruja, Ha, Drishti, & Oelfke, (2016) the scholar described employee empowerment as "the significance of providing workers with the capability as well as the responsibility to undertake proactive actions towards identifying problems within their work setting which impact on the quality of service delivery or customer service and dealing with such problems in an effective manner." Regarding saying that there is no vision or strategy to be achieved without a capable and capable workforce. Also, delegated employees are preferred and are considered key to the organizational implementation of the goals they consider financially responsible. In this regard, the introduction of a new plan will lead to an optimal outcome when workers are treated as key stakeholders in a business (Burke, 2018). Employees who are empowered are always motivated and committed to taking part in enhancing organizational performance.

Employee empowerment is defined as an act of providing people as well as teams the responsibility to make decisions and working to ensure employees have the necessary support through training and guidance to undertake given responsibility in the right way (Abraiz et al., 2012). The perception of devolving decision making responsibility and authority that puts employees at the frontline to control and improve the quality of service delivery and customer satisfaction in an organization. According to describes empowerment as sharing organizational objectives and goals with employees. These organizational components and information enable employees to make decisions that significantly affect the direction of the organization and performance. Shmailan, (2016) argue that empowerment only exists in an organization when it implements practices that allow for the dissemination of power, knowledge, and information as well as rewards across the company.

On the other hand, employees who are not empowered tend to have little commitment toward their work as compared to those who are empowered. As a result, recent research conducted by the Harvard Business School has noted that for management to improve on its operations, it should encourage employee empowerment by transforming organizational structures to support empowerment. Accordingly, one approach that a business can encourage employee empowerment is through transforming the structure of the organization. Generally, the traditional top-down organization structure restricts employee empowerment. Nonetheless, a horizontal and more flat organizational structure should be implemented to encourage employee empowerment among organizations (Sharma & Arora, 2019). It is high time that organizations need to shift to a more open structure that allows for participative management to empower their workforces (Kumar & Kumar, 2017). Employees can proactively contribute to organizational activities when companies

transfer decision-making power to employees. Indeed, this allows employees who are free and empowered to share their opinions and implement appropriate work practices (Fernandez & Moldogaziev, 2013).

Authorized and independent employees, as well as the ability to make decisions, are more likely to participate in improving organizational processes. Employee participation is a process designed to encourage workers' commitment to organizational success. According to Baird, Su, & Munir, (2018) suggest that employee involvement is likely to impact cultural change, which could help in significantly reducing problems within an organization before spreading out. The efforts to prevent poor job performance depend on workers' ability to work and interact with other departments is necessary to improve organizational success.

Employee empowerment is a type of quality circle that advocates for tapping of diverse skills from employees to support a measure of pure fun. Similarly, employee empowerment has been found to result in ineffective performance. Employee involvement ensures that all people within an organization ranging from the tip to bottom, from technical service to offices as well as headquarters to local divisions, are involved in organizational decision making. Indeed, people are a source of ideas, knowledge, and innovation of their experience, as well as co-operation, which can be harnessed to get these concepts implemented (Morrison, Jones, & Fuller, 1997)

Although the definition of empowerment has a conflict, attention to this concept seems to be a dynamic process of redistributing power between employees and private management in the form of enhancing employee responsibility and authority (Kohli & Sharma, 2017). Perhaps, therefore, this study identified two key factors related to empowerment as a psychological dimension that pays attention to the way people have about empowerment and the multidimensional perspective that plays on the role that leaders and managers play (Ukil, 2016). The psychological dimension shifted to empowering the traditional exploration of management practices and instead focuses on employee perceptions as well as experiences related to empowerment. About this approach, much focus is placed on beliefs and perceptions of power, control, efficiency, and self-efficacy. Consequently, (Kazlauskaitė, Buciuniene, & Turauskas, 2011) claim that work is often used as a reference point about psychological empowerment because it has been emphasized that empowerment entails motivational concepts of self-efficacy. Moreover, this concept was developed and improved by (Al-Swidi, Mohd Nawawi, & Al-Hosam, 2012), who established a cognitive model of empowerment. These theorists define empowerment as a process that increases the intrinsic motivation of a task by highlighting the perception they propose that they form a basis for employee empowerment. These realizations include competence, a sense of influence, choice, and feasibility. Likewise, another definition of empowerment is provided by one who specifies the four dimensions (listed below) described in the subordinate's psychological state. Meaning: Refers to the value of the purpose of the task measured in terms of individual criteria. Efficiency: Refers to personal beliefs in terms of their ability to perform task practices in a skilled manner. Self-determination (choice): refers to the autonomy in starting and continuing work processes and behaviors as well as the effect of realizing how a person affects some outcomes in work (Tsevairidou, Matsouka, Tsitskari, Gourgoulis, & Kosta, 2019).

The higher the person's "score" in each element, the higher the sense of empowerment. However, researchers are keen to point out that behavior supervisors must be examined because employees cannot be said to have been empowered if supervisors did nothing to empower them. In this sense, Jamal & Ali, (2017) argue that there are various variables numbered on these forms of perception. These variables include task assessment, environmental events, behavior, interpretive methods, global assessment, and interventions. The search for people who prefer the psychological nature of empowerment who are not sufficiently cosmetic presents a change in management practices (Tetik, 2016). However, it is essential to ensure that empowerment practices are fully realized.

In general, limited restrictions have been placed on empirical studies regarding employee perception of empowerment. Previous studies focus on administrative activities rather than thinking about employees' perceptions of empowerment (Yusoff, Imran, Qureshi, & Kazi, 2016). Indeed, this can be considered somewhat surprising because empowerment is primarily a cognitive issue as one theorist mentioned that empowerment is a cognitive state of efficiency, control, and the goal of internationalization. However, it is important to explore individual perceptions regarding empowerment in the context of the organization as it plays a significant role in the way employees perceive empowerment.

Many researchers emphasized that for active empowerment, there is a need to examine the role the leader/managers play because they consider themselves to have a significant influence on the psychological sense of empowerment that the workforce maintains (Sharma & Arora, 2019). The way leaders and managers implement and empower empowerment approaches are multidimensional, as outlined below. According to (Al-Ababneh, Al-Sabi, Al-Shakhsheer, & Masadeh, 2017), the view suggests that there is a need for organizational leaders and managers to allow employees the authority to perform their jobs. On the other hand, the relationship of force is seen as a complicated interactive procedure where empowerment is considered to create and reinforce strength by working with other people. Therefore, mutual empowerment cannot be achieved unless power is shared.

The dynamic connection between leaders and their employees is often seen as a vital aspect of empowerment literature. In this sense, Islam et al., (2018) argue that managers have a responsibility to create a common goal that they must communicate and share with their employees. Moreover, leaders are supposed to be continuously monitored to ensure their subordinates feel empowered. Accordingly, the leader or manager can have a significant impact in terms of development by paying attention to the strategies that inspire self-management as well as the independence of group decision. It has been emphasized by scientists from different schools of thought that managers/leaders should pay attention to team empowerment as well as individual empowerment as the organization's environment depends on integrated teams (Kohli & Sharma, 2017). The other side that leaders and managers play is vital, which is employee training. Workers need to believe in themselves, and thus training plays a vital role in providing employees with this reassurance. According to Sharma & Arora, (2019), the leading training goal should be based on developing communication as employees are allowed the opportunity to participate in this new perspective and facilitated management or leadership style.

Research has found that exercise is a vital strategy to improve the effectiveness of business as individuals closest to the problem can best address the situation because they are a framework through which they make their decisions (Al-Ababneh et al., 2017). Delegated employees have the ability, sense of ownership, and authority about how to deal with things, contentment with activities and activities, and the ability to learn the concepts and skills necessary for an organization. Therefore, empowered employees can make decisions and suggestions that are essential to improving services that save resources, time, and resolve disputes between clients and companies (Choi et al., 2016). The purpose of the exercise is to accelerate the decision-making process promptly in the event of a problem.

Providing employees with sensitive information is an important milestone to enable them to make decisions about matters that they have never had an opportunity before. The employee works to ensure that employees are given access to all the information needed to make informed decisions. (Hanaysha & Tahir, 2016) discuss that for empowerment to be successful, a company is required to develop honest and open communications with employees. Also, the organization must adopt bottom-up communications to ensure that workers are heard in the executive and administrative cases. Accordingly, empowerment creates a mindset that makes all people within the organization bear the responsibility for business success. Therefore, people need to share information, and this can only be achieved through comprehensive management. (He et al., 2010) suggest that companies should challenge their employees by engaging them intellectually in an attempt to optimize the use and development of the human resource. Empowerment plays a vital role in an organization because it recognizes and initiates power among employees to effectively make use of their skills and knowledge in addition to internal motivation. When there is a high level of uncertainty for flexible actions by workers. Through empowering employees, they are capable of using their initiatives to seek solutions to the problems that face organizations and openly share their knowledge, skills problems with their co-workers.

According to empowering, employees develop strength in an organization to deliver its mission and achieve its strategic goals. The practice of empowering employees has become a principal aspect of organization managerial effectiveness. Assert that employee empowerment is a source of increasing productivity as well as effectiveness among employees (Kruja et al., 2016). Through employee empowerment, it reduces the structures for workers to operate more autonomously by eliminating unnecessary management layers in addition to consequent checking of operations. As a result, this helps to reduce operational costs incurred by the organization.

Studies have found that employees who are empowered can make a decision, and this will down the line to enhance service delivery, which saves the organization money and minimize disputes between the organization and customers (Morrison et al., 1997). Therefore, empowering of workers by applying the right practices to provide them with the opportunity to apply creativity to improve performance in terms of service and product delivery. The empowerment aims to give workers the powers and responsibilities and enhance their self-confidence and give them the freedom to perform the work according to the way they see fit without the intervention of direct management (Neda & Sankar, 2019).

To employees, empowerment brings about benefits that make them feel better in regards to the input that they put towards the company. Consequently, these feelings help to increase productivity as it provides employees with a sense of professional and personal contentment. (Pelit et al., 2011) assert that empowered workers give quick responses to customer needs at the time of service delivery. Also, empowering employees makes them feel better regarding their job; hence they end up interacting with customers warmly and enthusiastically. Yusoff et al., (2016) revealed that the empowerment of employees in an organization increases trust among employees and their supervisors. On the same note, once employee realizes that the company they work for intends to appreciate them as critical assets to the organization and not to suck their blood, they will work diligently by responding positively to their supervisor's directives. The controlling interest is to empower employees in the hospitality sector and has contacted them to gain a competitive advantage by improving service quality (Ukil, 2016).

Research Hypothesis

H₀: There is no significant relationship between the status of employee empowerment and the level of perceived employee performance among the hospitality sector in the Kingdom of Bahrain

METHODOLOGY

This study aimed to observe and describe the relationship between employee empowerment and perceived employee performance among the hospitality sector in the Kingdom of Bahrain. The research design used for this research is descriptive, as, in this design, the focused topic is described by explaining and discussing its related characteristics. By using the simple convenience sampling technique, 53 respondents from Tropicana Hotel, 50 respondents from Infinity Juffair Suites, and 51 respondents from Bahrain Carlton Hotel. Convenience sampling allows each sample an equal probability opportunity of being selected; hence a sample that is selected is meant to have an unbiased representation of the entire populace. Collectively, 154 employees are selected as the research respondents in which every selected hotel for the study. The sample size was identified using the published table (Bartlett, Kotrlik, & Higgins, 2001).

The questionnaire for the participants is divided into two different parts based on the sequence of their importance. The first part of the questionnaire will collect demographic information of the participants, such as their age, gender, hotel, experience, career level, that will help the researchers point towards how employee empowerment processes affect their performance in the organization. The second part of the questionnaire will be directly about the variables that have been selected for the study. Part A of the questionnaire is designed to measure and assist the status of employee empowerment. Following this, Part B measures the level of perceived employee performance. Part C is the problems encountered and suggestions by the employees on the empowerment in the hospitality sector.

After the collection of data through an online survey, data were analyzed in the statistical analyzing tool SPSS. The use of these tools is to tell more accurate result in understandable and precise manners. Different aspects are applied to analyze the data through SPSS in which the correlation analysis is used to describe the variable's relationship; Cronbach's Alpha is used to check the reliability. Status of employee empowerment and level of performance in the hospitality sector in the Kingdom of Bahrain was calculated using the mean and standard deviation. Carl Pearson Coefficient Correlation was used to find the significant relationships between the status of employee empowerment and the level of perceived employee performance of the hospitality sector in the Kingdom of Bahrain.

RESULTS

The analytical results related to the relationship between the status of employee empowerment and the level of perceived employee performance in the hospitality sector in the Kingdom of Bahrain. The total number of respondents for the research was 154, in which 62, representing 40.3%, were males and 92, which is 59.7% of the total research population, were female. About the findings represented through the bar graph below, it was found that the number of female respondents was more than of their male counterparts by 30, which is 19.4%.

The respondents classified based on five different age groups that are 21-25 years, 26-30 years, 31-35 years, 36-40 years, and 41+ years. The number of respondents between 21-25 years was 48, which is 31.2% of the total research population. For respondents between 26-30 years, it was found that they were 40, representing 26% of the entire study population. The number of respondents between the age group 31-35 years was 30, which is equal to 19.5% of the total research population. The number of respondents in the age group of 36-40 years was found to be 26, which is 16.9% of the total respondents' population. The last age group that is above 40 years consisted of 10 respondents, representing 6.5% of the whole study populace.

The number of research participants with work experience of "less than 2 years" was 41, which is equal to 26.6% of the entire study population. The number of research respondents with work experience of "from 2-5 years" was found to be 56, which is equivalent to 36.4% of the total respondents who took part in the study. The number of respondents with work experience of "above 5 years" was 57, which was 37% of the total research population. The respondents with an entry-level career were 70, which is 45.5% of the total research populace. The respondents with a managerial career level were 45, which is 29.2% of the entire study population, and those with high managerial career level was 39, which is 25.3% of the total number of study participants.

Table 1: Descriptive statistics of the study on the status of employee empowerment

Indicator	Mean	Standard deviation	Interpretation
Employee autonomy			
Management trust the employees and their competencies to achieve the assigned tasks	4.16	0.73	Agree

Management gives opportunities to the employees to give and share their ideas and suggestion for the action	4.05	0.8	Agree
Overall	4.11	0.77	Agree
Employee inclusion			
All the employees take part in the goals set for the organization	4.03	0.82	Agree
Employee's contribution is encouraged and seriously considered in dealing with organizational matters	3.99	0.8	Agree
Overall	4.01	0.81	Agree
Problem handling			
Management has empowered employees to take situational decision to handle the problem while dealing with stakeholders (Clients)	4.1	0.89	Agree
Employees have the potential to handle the problem in case of absence of management	3.94	0.81	Agree
Overall	4.02	0.85	Agree
Employee creativity			
Management encourages employees to do creative work	4.02	0.85	Agree
Employees creativity is regarded as a key to organizational performance	3.96	0.81	Agree
Overall	3.99	0.83	Agree
Decision making			
Employees are encouraged to participate in organizational decision making	4.08	0.83	Agree
Employees' knowledge and expertise help management to make better decisions	4.12	0.75	Agree
Overall	4.10	0.79	Agree
Total Overall of The status of Employee Empowerment	4.05	0.81	Agree

Table 1 mentioned above shows the mean and standard deviation results of the respondents regarding employee autonomy. The results show that the overall employee autonomy about employee empowerment was agreed with the mean, and the standard deviation was 4.11 and 0.77, respectively. In regards to employee inclusion and its relationship with employee empowerment was agreed in the hospitality sector, the overall mean and standard deviation was 4.01 and 0.81, respectively. The relationship between employee empowerment was agreed in the hospitality sectors had an overall mean and standard deviation of 4.02 and 0.85, respectively. The relationship between employee creativity and employee empowerment found agreed to have an overall mean of 3.99 and a standard deviation of 0.83. On the same note, the correlation between decision making and employee empowerment recorded an overall mean of 4.10 and a standard deviation of 0.79.

Table 1: Descriptive statistics of the study on the level of perceived employee performance

Indicator	Mean	Standard deviation	Interpretation
Employee autonomy			
Management encourages and supports the diligence and initiatives of employees	3.99	0.84	High
The employee has the authority and freedom to do things right and accomplishes their tasks	3.94	0.78	High
Overall	3.97	0.81	High
Employee inclusion			
Management realizes that employees inclusion can positively influence employees performance	4.01	0.75	High

Management has a trustworthy and cooperative relationship with employees	4.00	0.78	High
Overall	4.01	0.77	High
Problem handling			High
Management is confident about the employees as they can handle the issue in best manners	4.14	0.75	High
Management believes that employees with excellent problem handling skills can positively influence organizational performance	4.09	0.74	High
Overall	4.12	0.74	High
Employee creativity			High
Management gives attention to improving the skills and competencies of employees to make them more creative	4.05	0.75	High
Management have supportive behavior towards improving employees' creativity	3.99	0.77	High
Overall	4.02	0.76	High
Decision making			High
Management can use employees expertise and skills to make a better decision	4.10	0.74	High
Management realizes that strong decision-making skills of employees can positively influence overall performance	3.99	0.84	High
Overall	4.05	0.79	High
Total Overall of The Level of Employee Performance	4.03	0.96	High

Table 2 results show that the relationship between employee autonomy was high; its impact on the level of perceived employee performance recorded an overall mean of 3.97 and a standard deviation of 0.81. Regards to the relationship between employee inclusion were high, the level of perceived employee performance, it was found to have an overall mean of 4.01 and a standard deviation of 0.77. The relationship between problem handling and impact on the level of perceived employee performance was found high to have an overall mean of 4.12 and a standard deviation of 0.74. At the same time, the relationship between employee creativity and its influence level on perceived employee performance was high and had an overall mean of 4.02 and a standard deviation of 0.76. Regarding decision making and its impact on the level of perceived employee performance, it was found to having an overall mean and standard deviation of 4.05 and 0.79, respectively.

Table 3: Relationship between employee empowerment and employee performance

Correlations		Employee Empowerment	Level of Performance
Employee Empowerment	Pearson Correlation	1	.012
	Sig. (2-tailed)		.000
	N	154	154
Level of Performance	Pearson Correlation	.012	1
	Sig. (2-tailed)	.000	
	N	154	154

The Table 3 correlation assessment is carried out to help understand the relationship between various variables. In this case, the correlation test helps to understand the connectivity between employee empowerment and the level of performance. From the above results, the 2 tailed significant values are .000. This is less than the p-value of 0.05; indicate the null hypothesis (there is no significant relationship between employee empowerment and the perceived employee performance in the hospitality sector in the Kingdom of Bahrain) will be rejected, and the alternative hypothesis of (there is a significant relationship between employee empowerment and the perceived employee performance in the hospitality sector in the Kingdom of Bahrain) is accepted. The positive relationship between employee empowerment and perceived

employee performance. Also, there is an advantage of including the employees in decisions making process to tap new ideas for organizational strategic planning (Faisal & Sankar, 2019).

The problem encountered by the respondents and suggestions on empowerment in the hospitality sector

Regarding the open-ended respondents that were recorded, it was recorded that some of the staff were found to experience problems such as less experience, communication problems, low management contact, some employees are not friendly, the management was not taking care of some of the needs of its employee's. The respondents suggested several ways to empower employees, such as conducting more training, increase communication among employees and management by fostering a friendly working setting.

CONCLUSION, RECOMMENDATION AND FUTURE STUDIES

According to the research results, it was concluded that employee empowerment has a direct relationship with perceived employee performance. It was reported that for an organization to realize improved perceived employee performance, they should develop strong decision-making skills among their employees. From the respondents, more than 70% of the responses were in agreement with the research question regarding how strong employee decision-making skills positively influence organizational performance. It was concluded that several factors impact both employee empowerment and perceived employee performance, such as employee autonomy, employee inclusion in different organizational activities, training employee on how to handle the problem, involving an employee in decision making, and supporting employee creativity. These factors play a significant role in motivating the employee. When employees are motivated, they tend to give the best in every activity that they involve themselves; hence this significantly influences the performance of such employees.

The three stars hotel management should enhance effective communication among employees and management. Research has shown that communication in the workplace is a sign of high-performance culture. Effective communication takes place when a message is accurately sent and received. The epitome aspect for the success of all business goals is found in effective communication between both the management and employees. Through effective communication it will increase employee engagement in the hospitality sector because it will help them develop a better understanding of the goals and needs of the management and motivate them to fulfill these needs. The hospitality industry should advocate for continued training of its workforce, which is a form of employee empowerment that should not be underestimated. Through employee training it provides employees with confidence that enables them to work in a more efficient as well as effective way. Indeed, when people are confident with their work and their employer, they tend to be more willing to identify the problem and suggest approaches to improve both quality and quantity output. As a result, this kind of culture in the hospitality industry will help to jumpstart change, thus increasing agility in the market, offering the impetus to grow revenues.

Future studies can attempt this framework through mediation effects or moderation effects. Some other variables may be used to evaluate the employee empowerment for the different results. Also, it will be tested by this proposed model of study with other samples. Multiple, diverse samples from various countries and multiple organization cultures would provide a better and beneficial understanding of the perspective of organizational culture. Further, changes in the methodology approach of quantitative and qualitative techniques may support the researchers in framing more detailed models and test the framework model with the respondents cross-culturally.

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