ResearchGate

See discussions, stats, and author profiles for this publication at: https://www.researchgate.net/publication/308916793

Psychological Empowerment and job satisfaction in the Hotel Industry: A Study on Egyptian Employees in KSA Hotels

Conference Paper · October 2014

CITATIONS
0

READS
309

1 author:

Mohamed Mohsen
Minia University

6 PUBLICATIONS **7** CITATIONS

SEE PROFILE

All content following this page was uploaded by Mohamed Mohsen on 07 October 2016.

The user has requested enhancement of the downloaded file.

Psychological Empowerment and job satisfaction in the Hotel Industry: A Study on Egyptian Employees in KSA Hotels

Mohamed Adel Mohamed Samy Mohsen, PhD

Lecturer, Faculty of Tourism and Hotels, Minia University

Abstract

Psychological empowerment is a critical perspective of employee empowerment. It is constituted of four dimensions: meaning, competence, self-determination, and impact. This subject was empirically studied in many industries. It has been rarely studied in correlation with job satisfaction, especially in hotels. Therefore, the purpose of this study is to explore psychological empowerment of Egyptian employees in Saudi hotels and its relation to their job satisfaction. The study aimed to investigate the Psychological empowerment dimensions that are significantly related to job satisfaction from the perspective of Egyptian employees and other nationalities. The study utilized Spreitzer's (1992) tool to measure psychological empowerment, and the Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction. The study was part of a project that was conducted in three hotels in Saudi Arabia. Out of 900 forms distributed, 528 forms were successfully filled out. The study found significant correlation between "Meaning" dimension of psychological empowerment and Egyptian employees. The study found that dimensions "Meaning" and "Self-Determination" were highly significant to job satisfaction.

Key Words

Psychological empowerment – job satisfaction – meaning – competence – self-determination - impact

Introduction

According to Spreitzer (2008), empowerment has been empirically studied from two different perspectives: Structural and psychological. This study focuses on psychological empowerment in the hotel industry and its relation to job satisfaction. It is recognized that lack of empowerment leads to job dissatisfaction which consequently result in high employee turnover which is costly to organizations (Jones and Gates, 2007; Veterans Health Administration, 2002). Therefore, it is significant to empirically study empowerment especially in hotels due to the fact that the human element is highly critical to the hospitality industry. Psychological empowerment constitutes four main dimensions: *Meaning*, *Competence*, *Self-Determination*, and *Impact* (Spreitzer, 1992). Psychological empowerment was found to be one of the main predictors of job satisfaction (Larrabee et al., 2003). However, no empirical evidence have highlighted correlations between the four dimensions of psychological empowerment with job satisfaction in the hotel industry was found, specifically in the Middle East.

This study cross-examines Psychological empowerment's four dimensions with job satisfaction. The purpose is to explore psychological empowerment of Egyptian employees in Saudi hotels and its relation to their job satisfaction. The study aims to investigate the Psychological empowerment dimensions that are significantly related to job satisfaction from the perspective of Egyptian employees and other nationalities. This study investigated Egyptian employees of five-star hotels in Saudi Arabia. The study utilized Spreitzer's psychological empowerment model as theoretical framework. The model is used to measure the four dimensions of psychological empowerment of hotels employees. The study also used Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction. This study is the first empirical study in the Middle East that focuses on the correlation between psychological empowerment's four dimensions with job satisfaction of hotel employees. It contributes to the literature and methodology of both psychological empowerment and job satisfaction. This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

LITERATURE REVIEW

Empowerment is defined as the motivational concept of self-efficacy (Conger and Kanungo, 1988). The significance of empowerment is derived from its impact on several factors that are related to organizational success, particularly the human factor. For instance, empowerment has proved to be positively influencing employees as it was linked in many studies with increase in employee job satisfaction and reduce in employee turnover (Manojlovich and Spence Laschinger, 2002; Cai and Zhou, 2009; Chang et al., 2010) increasing performance quality (Donahue et al., 2008; Spence Laschinger, 2008), increasing organizational commitment (Manojlovich and Spence Laschinger, 2002; Chang et al., 2010), and employee loyalty (Chang et al., 2010), and reducing employees' burnout (Hochwalder, 2007). The significance of empowerment is also derived from the impact of its deficiency. In many studies, lack of empowerment was linked to job dissatisfaction, reduced organizational commitment, and increased employee turnover (Nedd, 2006; Spence Laschinger and Finegan, 2005). These impacts were also found to be consistent even through different cultures (Cai and Zhou, 2009).

According to Spreitzer (2008), empowerment has been empirically studied from two different perspectives. The first perspective is Structural Empowerment, which is the perceived occurrence or lack of empowering conditions in the workplace (Kanter, 1977). The second perspective is Psychological Empowerment, which is the psychological perception or attitudes of employees about their work and their organizational roles (Spreitzer, 1995). Structural empowerment involves allowing the participation in the decision-making process (Conger and Kanungo, 1988) through the delegation of responsibility throughout the organizational chain of command (Spreitzer, 2008). Service organizations (i.e. hotels) are more dependable on the human factor in delivering their services to their consumers. Therefore, it would be reasonable to claim that the effects of psychological empowerment in service industries would become more intense than in manufacturing industries.

Both Psychological and structural empowerment were found to have similarities such as the impact on job satisfaction and organizational commitment (Kluska et al., 2004; Chang et al., 2010; Oyer, 2011). Some studies have demonstrated positive relationships between structural and psychological empowerment in that employees who felt they had access to strategic information and perceived support from managers in the organization were psychologically empowered (O'Brien, 2011). Studies have also investigated the mediating role of psychological empowerment between structural empowerment and work attitudes (Manojlovich and Spence Laschinger, 2002). However, it is contended that Psychological empowerment may be the most important contributor of positive employee outcomes and may serve as an underlying mediating mechanism for the effects of structural empowerment on employee burnout (O'Brien, 2011). In addition, the researcher believes that structural empowerment is somehow controlled by the policies and procedures of organizations. Psychological empowerment, on the other hand, is controlled by the managers and their subordinates. Hence, it would be realistic to focus on psychological empowerment in organizations where the human factor plays the most important role in delivering the work.

Comparing both aspects of empowerment, psychological empowerment was found to be the outcome of structural empowerment. Psychological empowerment is focused on the personal beliefs that employees have about their role in relation to the organization, that enables them to feel a sense of work control (Conger and Kanungo, 1988; Menon, 2007; Thomas and Velthouse, 1990; Spreitzer, 1995; Spreitzer, 2008; O'Brien, 2011; Oyer, 2011). Those beliefs can differ between various diversities of employees such as gender, age and nationality. It is rational to study psychological empowerment in organizations that employ multinational workforce with different genders and ages.

Psychological empowerment is defined as the perception of the employees' control over their work environment and the alignment between their work-related values and beliefs, and the employers' (Spreitzer, 1995 and O'Brien, 2011). Conger and Kanungo (1988), and Thomas and Velthouse (1990) added that Psychological empowerment is just a sense of empowerment that comes to an employee's mind as an outcome of his/her engagement in certain processes. The perceptions of the employees' Psychological empowerment are derived from their interpretations of the organizational environment. This definition was sustained by (Spreitzer, 2008) who defined Psychological empowerment as a series of psychological conditions that the employee needs to feel a sense of control in relation to his/her work. It is focused on the way employees perceive their work.

Dimensions of Psychological Empowerment

According to Thomas and Velthouse (1990) Psychological empowerment is theoretically constructed of four main dimensions: meaning, competence, self-determination, and impact. The first dimension "Meaning" is about the general value of work and its importance to the employee. It reflects the degree of coherence between the employee's values and beliefs, and job requirements (Spreitzer, 1992). The second dimension "Competence" is about the employee's ability to implement his/her work tasks (Thomas and Velthouse, 1990). It reflects employee's self-confidence to meet/exceed job requirements (Spreitzer, 1992). The first and second dimensions were found to be related to job satisfaction (Spreitzer et al., 1997). The third dimension "Self-determination" is about the employee's independence at work and the ability to self-rule (Thomas and Velthouse, 1990). It reflects degree of personal control over how to do the job (Spreitzer, 1992; Spreitzer, 1995). The fourth dimension "Impact" is about the employee's ability to influence outcomes of work (Thomas and Velthouse, 1990). It describes employees' abilities to shape decisions that can influence their immediate work environments, co-employees and the organization as a whole (Spreitzer, 1992; Spreitzer, 1995).

The third and forth dimensions where found to be related to job effectiveness (Spreitzer et al., 1997; Kluska et al., 2004). However, the impact of the four dimensions can differ between employees. It is believed that the diversity of workforce in an organization can somehow be correlated with psychological empowerment's dimensions. The differences between employees in terms of age, gender, nationality, education, and culture can result in differences in the effects of the four dimensions. Psychological empowerment was found to be affecting employees in different aspects. Several studies have linked Psychological empowerment to behavioural outcomes, such as job satisfaction, work performance, and burnout (Hechanova et al, 2006; Spreitzer, 1995; Hochwalder, 2007). It was found that, employees who are psychologically empowered possess personal meanings of work that consequently offer them a sense of intrapersonal reward, give them a sense of personal identity and integrity that energizes and motivates them to do meet job requirements (O'Brien, 2011). These conditions increase employees' job satisfaction, motivation to achieve goals, recognition and commitment to the job and the organization (Spreizter, 1992); and reduce burnout (Hochwalder, 2007). Psychological empowerment was also found to be related to leadership as Spreitzer et al. (1999) identified a set of leadership characteristics (innovation, upward influence, and inspiration) to be related to Psychological empowerment.

In summary, empowerment is a key factor that is linked with organizational success. The literature stated that it was empirically studied from two different perspectives: structural and psychological. Psychological empowerment is a major contributor of positive employee outcomes at work. It is found to have different impacts on the work-related behavioural aspect of employees in terms of job satisfaction, leadership, and turnover. The literature also suggested that the four dimensions of psychological empowerment is related to both job satisfaction and effectiveness. Whilst intensive studies have been conducted to measure psychological empowerment, especially in hospitals, there is very limited range of empirical studies that measure psychological empowerment in hotels and correlate it to workforce diversities.

Job satisfaction

The importance of a job is generated from the notion that it has important effects on overall life satisfaction since work is the source of income that helps people meet their needs (Demerouti et al, 2000). Oshagbemi (2000) has defined job satisfaction as ‘‘individual’s positive emotional reaction to particular job’’. Job satisfaction relates to an attitude towards a job (Chen, C. F., 2006). It is a function of expectations of a certain job; if those expectations are fulfilled then satisfaction is accomplished (Bender et al, 2005). Evans (1997) believed that job satisfaction in terms of two constituents: job fulfilment and job comfort. Job fulfilment refers to one's assessment of how well the job is performed. Job comfort relates to the degree to which one is satisfied with the conditions of the job. Although wages were the thought to be the traditional source of job satisfaction (Bender et al, 2005; Bender and Heywood 2006; Chen, 2006; Kristensen and Johansson, 2008), some studies have found no correlation whatsoever between job satisfaction and wages (Allen 2001; Lalive, 2002; Böckerman and Ilmakunnas, 2006).

In terms of the relation with job performance, job satisfaction was found to be correlated significantly (Judge et al., 2001) in various aspects. For instance Job satisfaction and job performance were found to be positively and significantly related to both willingness and eagerness to share knowledge (De Vries, et al (2006). A lower quality of leader-member exchange was associated with lower levels of in-role and innovative job performance, and with lower job satisfaction (Janssen and Van Yperen 2004). Individual psychological climate perceptions were found to have significant relationships with their job satisfaction, work attitudes, psychological well-being, motivation, and performance (Parker et al. 2003).

In terms of the relation with diversity management, several correlations have been empirically found. For instance, managers are found to be more satisfied than non managers (Pitts, D. 2009). Married employees were found to be more satisfied than non-married ones. Healthy employees reported higher job satisfaction than unhealthy ones (Bender and Heywood 2006). Some studies found that gender and age were not affecting job satisfaction (Cummings et al 2008). However, other studies found the opposite. Men are found to be less satisfied than women (Bogler 2002; Bender et al, 2005; Böckerman and Ilmakunnas, 2006; Kristensen and Johansson, 2008; Pitts, D. 2009). This result has been explained that females have lower expectations about labour market outcomes. Therefore, they are more easily satisfied with their actual experience (Bender et al, 2005). Other studies have found that this is not the same case between full-time and part-time jobs. Booth and Van Ours (2008) found that men have the highest working-hours satisfaction if they work full-time without overtime hours. Women, on the other hand, prefer part-time jobs irrespective of whether these are small or large. They also found that women without children do not care about their hours of work at all, while women with children are significantly happier if they have a job regardless of how many hours it entails. As for the relation between job satisfaction and age, it was found that older employees are more satisfied than younger ones (Böckerman and Ilmakunnas, 2006; Kristensen and Johansson, 2008).

In terms of the relation with work conditions (such as breaks, environment, job security and workload), poor working conditions were found to be negatively affect job satisfaction (Godechot and Gurgand, 2000; Manojlovich, 2005; Zangaro and Soeken, 2007; Cummings et al., 2008; Cortese, et al., 2010). Burnout was found to be negatively related to job satisfaction (Demerouti et al, 2000; Aiken et al., 2002; Bender et al, 2005; Cortese, et al., 2010). Employees were found to be less satisfied when feeling insecure about their jobs (Heaney et al., 1994).

Job satisfaction was found to be related to employees' health and job stress. It was found that higher job satisfaction reduces stress (Jansen, et al., 1996; Faragher, et al 2005). It was also found that low job satisfaction is linked to a range of health issues especially mental/psychological problems (Hoogendoorn et al. 2002; Faragher et al., 2005). Job stress is correlated with job dissatisfaction (Jansen, et al., 1996), a significant correlation was found with job stress and work environment. When job satisfaction was high, job stress and anxiety were found to be low (Newbury-Birch and Kamali, 2001; Fairbrother and Warn, 2003; Nandi et al., 2004; Sveinsdottir et al., 2006; Zangaro and Soeken, 2007; Klassen and Chiu 2010).

Job satisfaction was found to be related to employee turnover as low job satisfaction increases the employee's intention to quit his/her job (Jansen, et al., 1996; Bogler 2002; Tzeng, 2002; Parker et al. 2003; Chen, 2006; Scott-Ladd et al., 2006; Clark, et al., 2009; Nadiri and Tanova, 2010). Job satisfaction has an indirect influence on turnover through its direct influence on formation of intent to leave. Consequently, it has its positive impact on organizational citizenship (Nadiri and Tanova, 2010). Increasing employees' job satisfaction and commitment to the organization will increase not only the extra-role behavior of the employees through organizational citizenship behavior, but will also contribute to the increased competitiveness of hospitality sector organizations and lead to better future performance (Nadiri, and Tanova 2010). This was sustained previously by Schaufeli, et al (2009) as they found that employees who are less satisfied are more likely to be absent.

Job satisfaction is also found to be related to family conflicts as employees who were having family conflicts were found to be less satisfied (Spector et al., 2007; Cortese, et al., 2010). It was found that employees who perceived that the organization was less family-supportive experienced more work-family conflict, less job satisfaction, less organizational commitment, and greater turnover intentions (Allen 2001).

Job satisfaction has been linked to employee-related issues such as empowerment, leadership, job involvement, feedback, and job fairness. Empowerment, psychological in particular, was found to be the major predictor of job satisfaction (Somech and Drach-Zahavy, 2000; Larrabee et al., 2003; Gill, 2008). Job satisfaction is also increased by relational leadership (Pronovost et al. 2003, Manojlovich and Laschinger 2007). Relational leadership increases job satisfaction (Anseel and Lievens 2007; Cummings et al 2008; Cortese, et al., 2010). A lower quality of leader-member exchange was associated with lower levels of in-role and innovative job performance, and with lower job satisfaction (Janssen and Van Yperen 2004). Job satisfaction and job involvement were found to be significantly correlated as they both exert similar interactive influences on employees' absence measures (Wegge et al., 2007). Employees who are being valued, praised and are given regular feedback (positive and negative) were found to be high in job satisfaction (Gibbs 2001; Anseel and Lievens, 2007; Collins 2008).Workload, lack of autonomy, fairness and work control are all major sources of job dissatisfaction (Janssen 2001; Parker et al. 2003; Cummings et al 2008; Nadiri, and Tanova 2010). Other studies also found that fairness is a predictor of job satisfaction (Colquitt et al., 2001).

Job satisfaction was found to be significantly correlated with various aspects such as coping strategies of the organization (Um and Harrison, 1998), training (Jones, et al., 2009) decision-making (Bogler 2002; Scott-Ladd et al., 2006), experience (Nadiri, and Tanova 2010), financial difficulties (Böckerman and Ilmakunnas, 2006), quality (Bogler 2002) personality traits such as Neuroticism, Extraversion, and Conscientiousness (Judge et al., 2002), social interaction at work (Ozyurt et al., 2006; Collins 2008; Gittell et al., 2008). Teamwork and supportive climate are important for maintaining job satisfaction (Fairbrother and Warn, 2003).

Based on the above literature, no correlation between the four dimensions of psychological empowerment and job satisfaction was previously examined in hotels, especially in the Middle East. Therefore, it is important to identify the psychological empowerment's dimension that is most significant to job satisfaction.

METHODOLOGY

Methodology is the strategy, plan of action, process, or design lying behind the choice and use of particular methods to the desired outcomes (Crotty, 1998). The study aims to investigate the Psychological empowerment dimensions that are significantly related to job satisfaction from the perspective of Egyptian employees and other nationalities. The study initially cross-examines the four dimensions of psychological empowerment with job satisfaction in general. Then the comparison between Egyptians and other nationalities is highlighted.

This study investigated employees of five-star hotels in Saudi Arabia. A Quantitative approach was used in this study due to the need to utilize Spreitzer's (1995) instrument for measuring psychological empowerment. It is a single 16-item (4 items per dimension) measure of psychological empowerment. The tool is composed of four subscales (Table 1): *Meaning* (PE1, PE2, PE3, PE4), *Competence* (PE5, PE6, PE7, PE8), *Self-determination* (PE9, PE10, PE11, PE12), and Impact (PE13, PE14, PE15, PE16). Although the previous dimensions were represented in the four relevant variable, previous studies used these variables individually to test psychological empowerment. This study took the same approach to ensure reliability. The measurement was conducted using a 5-point Likert scale in which 5 indicated ‘‘strongly agree’’ and 1 indicated ‘‘strongly disagree’’. The researcher translated the questionnaire into four other languages in addition to English in order to meet the requirements of the majority of workforce in the three hotels: Arabic, Hindi, Urdu, and Bangali. With regards the measurement of job satisfaction, several models were previously used such as the job characteristics model (Hackman and Oldham 1980), Demand Control Support Model (Johnson and Hall 1988), and Job Demand Control Model (Karasek and Theorell, 1990). This study makes use of The Minnesota Satisfaction Questionnaire (MSQ) as a tool to measure job satisfaction (Table 2). This tool has been used in several studies (Waxman et al., 1984; Grieshaber et al., 1995; Friedman et al., 1999).

Table 1: Psychological empowerment measurement tool (Spreitzer's, 1995)

Dimension	VAR	Questions	Psychological empowerment level				
			Totally disagree	disagree	average	Agree	Totally agree
Meaning	PE1	I am confident about my ability to do my job.					
	PE2	The work that I do is important to me					
	PE3	I have significant autonomy in determining how I do my job					
	PE4	My impact on what happens in my department is large					
Competence	PE5	My job activities are personally meaningful to me					
	PE6	I have a great deal of control over what happens in my department					
	PE7	I can decide on my own how to go about doing my own work					
	PE8	I really care about what I do on my job					
Self-determination	PE9	My job is well within the scope of my abilities					
	PE10	I have considerable opportunity for freedom in how I do my job					
	PE11	I have mastered the skills necessary for my job					
	PE12	My opinion counts in departmental decision-making					
Impact	PE13	The work I do is meaningful to me					
	PE14	I have significant influence over what happens in my department					
	PE15	I am self-assured about my capabilities to perform my work activities					
	PE16	I have a chance to use personal initiative in carrying out my work					

Table 2: Job satisfaction measurement tool (MSQ)

VAR.	Questions	Job satisfaction level				
		Totally disagree	disagree	average	Agree	Totally agree
JS1	My job keeps me busy all the time.					
JS2	I get the chance to work alone on the job					
JS3	I get the chance to do different things from time to time					
JS4	I get the chance to be somebody in the community					
JS5	I am satisfied with the way my boss handles his subordinates					
JS6	I am satisfied with competence of my supervisor in making decisions					
JS7	My job makes me able to do things that don’t go against my conscience					
JS8	My job provides steady employment					
JS9	My job gives me the chance to do things for other people					
JS10	My job gives me the chance to tell people what to do					
JS11	My job gives me the chance to do something that makes use of my abilities					
JS12	I am satisfied with the way company policies are put into practice					
JS 13	I am satisfied with my salary and the amount of work I do					
JS 14	I get chances for advancement on my job.					
JS 15	My job gives me the freedom to use my own judgment					
JS 16	My job gives me the chance to try my own methods of doing the job					
JS 17	I am satisfied with the working conditions in the hotel					
JS 18	I am satisfied with the way my colleagues get along with each other					
JS 19	I am satisfied with the praise I get for doing a good job					
JS 20	I am satisfied with the feeling of accomplishment I get from the job					

Data collection

The study's field work was conducted in three five-star international chained hotels in KSA. The researcher believed that international chained hotels were more convenient for the study due to the adherence of rigorous companies' policies and standard operating procedures, which may reduce the elements of disorder, improvisation and spontaneity among the way work is done. This is believed to be beneficial to serve the purpose of the research. Initially, a total of ten five-star international-chained hotels were approached through the Human Resources departments requesting accessibility. Only three hotels in three different cities allowed accessibility. A total of 900 survey forms were distributed in three major cities in Saudi Arabia: Dammam, Jeddah, and Riyadh. After distributing a total of 900 survey forms in three major cities in Saudi Arabia: Dammam, Jeddah, and Riyadh; 528 forms were successfully filled out with a response rate of 58.66%.

Research limitations

There are some methodological limitations that should be taken into account to maintain the quality of research with regard to this survey. First, it was not possible to cover a large number of hotels for financial reasons. Second, there was no opportunity to check issues relating to respondent bias. Possible issues of power bias since employees knew their employers may know their answers although it was strictly stated and emphasized that names are not to be written down on survey forms. Third, some languages were unavailable for some employees in translation and consequently those employees were obligated to read English forms. Fourth, a qualitative approach may seem to be another choice for cross-examining psychological empowerment with job satisfaction. However, this was not doable due to the presence of challenges related to accessibility, time, and cultural beliefs (with regards to interviewing females). Fifth, the number of Egyptians was relatively limited in relation to other nationalities. This was due to nationalities quotas enforced by the government.

Validity and reliability

In terms of validity, factor analysis test was conducted in the study. Kaiser-Myer-Olkin measure of sampling adequacy resulted .174. Bartlett's Test of Sphericity resulted .000 significance. In order to test reliability, a Cronbach's Alpha test was used. The Cronbach's Alpha result was .815; Cronbach's Alpha based on standardized items is .915.

Data analysis

A computer software package (SPSS 21) was used to analyze data through three tests in the study. First, a descriptive test was conducted to yield descriptive results related to gender, age, and nationality. Second, a non-parametric test (Mann-Whitney) was used to measure Psychological empowerment and job satisfaction of Egyptian employees in comparison with other nationalities. Third, a bivariate correlation test was used to measure correlation between Psychological empowerment and job satisfaction.

RESULTS AND DISCUSSION

As explained previously, 528 forms were completed with a response rate of 58.66%. This rate was rationally satisfactory due to the fact that the Saudi government was, at the time of the study, rectifying the status of all expatriates who were employed in the country. The study aimed to investigate the dimensions of Psychological empowerment that are significantly related to job satisfaction from the perspective of Egyptian employees and other nationalities. This section highlights the results and discussion in three main aspects: Descriptive results, Comparing Egyptians with other nationalities, and Correlations of Psychological Empowerment's dimensions and job satisfaction.

Descriptive results

In terms of gender, 75% of the respondents were males (n=396) and 25% were females (n= 132). Majority of female employees were Saudi (96%). In terms of age groups, 27.4% were aged 18-29; 59.2% were aged 30-39; 13.4% were aged 40-49. In terms of nationality, 9 different nationalities were found in the whole sample (n= 528). The Indians represented 38.6% (n= 204), Saudis 18.2% (n= 96), Bengalis 11.9% (n= 63), Filipinos 10.7% (n= 57), Ethiopians 5.11% (n= 27), Egyptians 4.5% (n= 24), Moroccans 4.1% (n= 22), Nepalese 2.6% (n= 14), Sudanese 2.2% (n= 12), Tunisians 1.7% (n= 9). It is worth noting that according to Saudi Labour Act, the hiring of expatriates is subject to a particular quota for every nationality. This is considered part of the saudiazation strategy that all employers must adhere to in order to get licensed. As for the variables that constitute the instrument, the median of variables PE1 and PE8 was "*Strongly agree*"; whereas the median of the rest of variables was "*Agree*".

In terms of Job satisfaction, all variables were found significant except JS11 "*My job gives me the chance to do something that makes use of my abilities*" (p = 0.085) and JS16 "*My job gives me the chance to try my own methods of doing the job*" (p = 0.017). Females were generally more satisfied than males. Females' highest scores (>90% agree/strongly agree) were on JS4 "I get the chance to be somebody in the community", JS5 "I am satisfied with the way my boss handles his subordinates", JS6 "*I am satisfied with competence of my supervisor in making decisions*", and JS7 "*My job makes me able to do things that don't go against my conscience*". On the other hand, females' lowest scores (<50% agree/strongly agree) were on JS1 "*My job keeps me busy all the time*" and JS13 "*I am satisfied with my salary and the amount of work I do*". As for males, their highest scores (>90% agree/strongly agree) were only in JS9 "*My job gives me the chance to do things for other people*". Their lowest scores (<50% agree/strongly agree) were in JS13 "*I am satisfied with my salary and the amount of work I do*". These findings agree with studies that found similar results (Bogler 2002; Bender et al, 2005; Böckerman and Ilmakunnas, 2006; Kristensen and Johansson, 2008; Pitts, D. 2009).

The findings show that females (mostly Saudis) have lower expectations about work. Therefore, they are more easily satisfied (Bender et al, 2005). The findings also show that both wages and promotion chances are issues that negatively affect job satisfaction in the workplace. This falls in agreement with some studies (Bender et al, 2005; Bender and Heywood 2006; Chen, 2006; Kristensen and Johansson, 2008), and in disagreement with other studies (Allen 2001; Lalive, 2002; Böckerman and Ilmakunnas, 2006). The study also found that job satisfaction is significantly correlated with empowerment, leadership, job involvement, feedback, and job fairness. These findings were in agreement with other studies (Somech and Drach-Zahavy, 2000; Colquitt et al., 2001; Gibbs 2001; Janssen 2001; Larrabee et al., 2003; Parker et al. 2003; Pronovost et al. 2003; Janssen and Van Yperen 2004; Manojlovich and Laschinger 2007; Anseel and Lievens 2007; Collins 2008; Cummings et al 2008; Gill, 2008; Cortese, et al., 2010; Nadiri, and Tanova 2010;)

Comparing Egyptians with other nationalities

In terms of psychological empowerment, Egyptians revealed significantly higher mean rank than other nationalities in 4 psychological empowerment variables. These variables were PE1 "*I am confident about my ability to do my job*" (Egyptians' mean rank =384.5, $p < 0.0005$), PE2 "*The work that I do is important to me*" (Egyptians' mean rank =420.5, $p < 0.0005$), PE11 "*I have mastered the skills necessary for my job*" (Egyptians' mean rank =402.5, $p < 0.0005$), and PE13 "*The work I do is meaningful to me*" (Egyptians' mean rank =420.5, $p < 0.0005$). Egyptians were also not significantly different from other nationalities in other psychological empowerment variables ($p = 0.2$ to 0.8). These results indicate that dimension "*Meaning*", is highly significant to the Egyptian employees compared to other nationalities as two variables of the Dimension were found significant to the Egyptian employees.

Dimension "*Meaning*" is about the general value of work and its importance to the employee. It reflects the degree of coherence between the employee's values and beliefs, and job requirements (Spreitzer, 1992). These findings indicate that the value of work is a highly critical factor of psychological empowerment of the Egyptian employees. Results also show that Dimensions "*Self-Determination*" and "*Impact*" were found less significant to the Egyptian employees compared to other nationalities, since one variable of each of dimension was found to be significant to the Egyptian employees. Dimension "*Self-determination*" is about the employee's independence (Thomas and Velthouse, 1990) and the degree of controlling his/her own work (Spreitzer, 1992; Spreitzer, 1995). Dimension "*Impact*" is about the employee's ability to influence decisions that can affect work environments, co-employees and the organization as a whole (Thomas and Velthouse, 1990; Spreitzer, 1992; Spreitzer, 1995). These findings indicate that freedom at work and involvement in the decision-making process are important factors that can drive psychological empowerment of the Egyptian employees.

Dimension "*Competence*" was found insignificant to the Egyptian employees compared to other nationalities as none of its variables were found significant to the Egyptian employees. Dimension "*Competence*" is about the employee's ability to implement his/her assigned job tasks (Thomas and Velthouse, 1990); it reflects employee's self-confidence to meet/exceed job requirements (Spreitzer, 1992). These findings denote that Egyptian employees may not feel psychologically empowered even if they feel capable of fulfilling their job requirements. According to Spreitzer et al. (1997), the first and second dimensions were found to be related to job satisfaction; whereas according to Spreitzer et al. (1997) and Kluska et al. (2004), the third and forth dimensions where found to be related to job effectiveness. The study findings sustained the previous claims as they indicated that the psychological empowerment of the Egyptian employees is equally related to both job satisfaction and job effectiveness. The findings show that variables PE1 and PE2 are key drivers of job satisfaction; while variable PE11 and PE13 are key drivers of job effectiveness for the Egyptian employees.

In terms of Job satisfaction, Egyptians revealed significantly higher mean rank than other nationalities in 16 out of 20 variables. These variables were JS1 "*My job keeps me busy all the time*" (Mean Rank for Egyptians = 462.5, $p < 0.0005$). JS3 "*I get the chance to do different things from time to time*" (Mean Rank for Egyptians = 381.5, $p < 0.0005$). JS4 "*I get the chance to be somebody in the community*" (Mean Rank for Egyptians = 468.5, $p < 0.0005$). JS5 "*I am satisfied with the way my boss handles his subordinates*" (Mean Rank for Egyptians = 339.5, $p < 0.0005$). JS6 "*I am satisfied with competence of my supervisor in making decisions*" (Mean Rank for Egyptians = 363.5, $p < 0.0005$). JS7 "*My job makes me able to do things that don't go against my conscience*" (Mean Rank for Egyptians = 369.5, $p < 0.0005$). JS8 "*My job provides steady employment*" (Mean Rank for Egyptians = 375.5, $p < 0.0005$). JS9 "*My job gives me the chance to do things for other people*" (Mean Rank for Egyptians = 456.5, $p < 0.0005$). JS11 "*My job gives me the chance to do something that makes use of my abilities*" (Mean Rank for Egyptians = 468.5, $p < 0.0005$). JS12 "*I am satisfied with the way company policies are put into practice*" (Mean Rank for Egyptians = 330.5, $p < 0.0005$). JS14 "*I get chances for advancement on my job*" (Mean Rank for Egyptians = 435.5, $p < 0.0005$). JS15 "*My job gives me the freedom to use my own judgment*" (Mean Rank for Egyptians = 330.5, $p < 0.0005$). JS16 "*My job gives me the chance to try my own methods of doing the job*" (Mean Rank for Egyptians = 402.5, $p < 0.0005$). JS17 "*I am satisfied with the working conditions in the hotel*" (Mean Rank for Egyptians = 324.5, $p < 0.0005$). JS18 "*I am satisfied with the way my colleagues get along with each other*" (Mean Rank for Egyptians = 357.5, $p < 0.0005$). JS19 "I am satisfied with the praise I get for doing a good job" (Mean Rank for Egyptians = 300.5, $p < 0.0005$). These findings indicate that job satisfaction is highly significant to the Egyptians than other nationalities working in KSA hotels.

Correlations of Psychological Empowerment's dimensions and job satisfaction

Significant correlations were found between psychological empowerment dimensions and job satisfaction. Dimension "*Meaning*" had 8 correlations with job satisfaction. JS1 (*My job keeps me busy all the time*), JS3 (*I get the chance to do different things from time to time*), JS6 (*I am satisfied with competence of my supervisor in*

making decisions), JS10 (*My job gives me the chance to tell people what to do*), JS11 (*My job gives me the chance to do something that makes use of my abilities*), JS17 (*I am satisfied with the working conditions in the hotel*), JS18 (*I am satisfied with the way my colleagues get along with each other*), JS20 (*I am satisfied with the feeling of accomplishment I get from the job*). According to Spreitzer (1992), "*Meaning*" is about the general value of work and its importance to the employee. It reflects the degree of coherence between the employee's values and beliefs, and job requirements. These findings indicate that this it is important for the employee to accept the values and beliefs of his/her work to be satisfied.

Dimension "*Competence*" had 5 correlations with job satisfaction. JS1 (*My job keeps me busy all the time*), JS7 (*My job makes me able to do things that don't go against my conscience*), JS8 (*My job provides steady employment*), JS10 (*My job gives me the chance to tell people what to do*), JS16 (*My job gives me the chance to try my own methods of doing the job*). This dimension "*Competence*" is about the employee's ability to implement his/her work tasks (Thomas and Velthouse, 1990). It reflects employee's self-confidence to meet/exceed job requirements (Spreitzer, 1992). These findings show that job satisfaction is moderately correlated with providing the employee with the confidence needed to achieve work requirements.

Dimension "*Self-determination*" had 7 correlations with job satisfaction. JS3 (*I get the chance to do different things from time to time*), JS8 (*My job provides steady employment*), JS10 (*My job gives me the chance to tell people what to do*), JS11 (*My job gives me the chance to do something that makes use of my abilities*), JS16 (*My job gives me the chance to try my own methods of doing the job*), JS18 (*I am satisfied with the way my colleagues get along with each other*), JS20 (*I am satisfied with the feeling of accomplishment I get from the job*).

This dimension "*Self-determination*" is about the employee's independence at work and the ability to self-rule (Thomas and Velthouse, 1990). It reflects degree of personal control over how to do the job (Spreitzer, 1992; Spreitzer, 1995). These findings indicated that it is vital for the employee to be given some space of freedom to have control of his/her work outcomes to be highly satisfied in the job.

With regards to fourth Psychological empowerment dimension "*Impact*" 5 correlations were found. JS4 (*I get the chance to be somebody in the community*), JS10 (*My job gives me the chance to tell people what to do*), JS11 (*My job gives me the chance to do something that makes use of my abilities*), JS18 (*I am satisfied with the way my colleagues get along with each other*), JS20 (*I am satisfied with the feeling of accomplishment I get from the job*). This dimension "Impact" is about the employee's ability to influence outcomes of work (Thomas and Velthouse, 1990). It describes employees' abilities to shape decisions that can influence their immediate work environments, co-employees and the organization as a whole (Spreitzer, 1992; Spreitzer, 1995). These findings show that job satisfaction is moderately correlated with the employee's ability to participate in the decision-making process in order to influence work outcomes.

RECOMMENDATIONS AND CONCLUSION

This study aimed to cross-examine the four dimensions of psychological empowerment with job satisfaction in international chained hotels in KSA, with an emphasis on Egyptian employees. The study utilized Spreitzer's psychological empowerment model to measure the four dimensions of psychological empowerment of hotel employees. The study also used Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction of hotel employees.

The study findings indicated that only dimension "*Meaning*" is found to be highly significant to the Egyptian employees compared to other nationalities. Egyptian employees were found to be highly satisfied than other nationalities. This indicates that dimension "*Meaning*" is significantly correlated with job satisfaction from the perspective of Egyptian employees. In general, dimensions "*Meaning*" and "*Self-Determination*" were found to be highly significant to job satisfaction, regardless of the nationality. The study found that the majority of job satisfaction variables were significant to sampled hotels employees. Females are more satisfied than males; wages and promotion chances were found to be negatively affecting job satisfaction. The study also found that job satisfaction is significantly correlated with empowerment, leadership, job involvement, feedback, and job fairness. The study found significant correlation between certain dimensions of psychological empowerment and Egyptian employees. The findings indicate that psychological empowerment is an important issue that is underrated in the Middle East. Human resources management in the hotel industry need to be responsive to the psychological empowerment needs of employees particularly expatriates to be able to increase job satisfaction, which will eventually affect the employee turnover positively. The study also found that the majority of job satisfaction variables were significant to Egyptians more than to other nationalities. The study found that in order for the employees to be satisfied in their jobs, it is important for them to accept the values and beliefs of their work; they also need to be given some space of freedom to have control of work outcomes.

This study had several limitations. The study was only conducted in KSA hotels. Prior to field study, the country's government was in the process of visa reformation actions. Many expatriates were obligated to leave the country following this reformation process. Saudiazation was one of the key factors that limited the study's sampling. Therefore, further research may be conducted in other GCC countries where localization acts are less severe. Further research can also focus on the relation between structural empowerment and job satisfaction. This study's findings showed that expatriates' perspectives towards psychological empowerment and job satisfaction is totally different from the perspectives of natives. Further research may focus on the psychological differences between both and the impact this may have on job performance, work outcomes, and turnover.

REFERENCES

Aiken, L. and Patrician, P. (2000). Measuring organizational traits of hospitals: The revised nursing work index. Nursing Research, 49, 146-153.

Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J., and Silber, J. H. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. JAMA: the journal of the American Medical Association, 288(16), 1987-1993.

Allen, N. J., and Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. Journal of Occupational Psychology, 63, 1-18.

Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. Journal of vocational behavior, 58(3), 414-435.

Anseel, F., and Lievens, F. (2007). The Long- Term Impact of the Feedback Environment on Job Satisfaction: A Field Study in a Belgian Context. Applied Psychology, 56(2), 254-266.

Bender, K. A., and Heywood, J. S. (2006). Job satisfaction of the highly educated: The role of gender, academic tenure, and earnings. Scottish Journal of Political Economy, 53(2), 253-279.

Bender, K. A., Donohue, S. M., and Heywood, J. S. (2005). Job satisfaction and gender segregation. Oxford Economic Papers, 57(3), 479-496.

Böckerman, P., and Ilmakunnas, P. (2006). Do job disamenities raise wages or ruin job satisfaction?. International Journal of Manpower, 27(3), 290-302.

Bogler, R. (2002). Two profiles of schoolteachers: a discriminant analysis of job satisfaction. Teaching and Teacher Education, 18(6), 665-673.

Booth, A. L., and Van Ours, J. C. (2008). Job Satisfaction and Family Happiness: The Part- Time Work Puzzle*. The Economic Journal, 118(526), F77-F99.

Buchanan (1974). Building organizational commitment: The socialization of managers in work organization. Administrative Science Quarterly, 19, 533-546.

Burns, N., and Grove, S. K. (2005). The practice of nursing research: Conduct, critique, and utilization. St. Louis: Elsevier.

Cai, C., and Zhou, Z. (2009). Structural empowerment, job satisfaction and turnover intention of Chinese clinical nurses. Nursing and Health Sciences, 11, 397-403.

Chandler, G. E. (1986). The relationship of nursing work environments to empowerment and powerlessness. Unpublished doctoral dissertation, University of Utah, Utah.

Chang, L. C., Shih, C. H., and Lin, S. M. (2010). The mediating role of psychological empowerment on job satisfaction and organizational commitment for school health nurses: A cross-sectional questionnaire survey. International Journal of Nursing Studies, 47(4), 427-433.

Chen, C. F. (2006). Job satisfaction, organizational commitment, and flight attendants' turnover intentions: A note. Journal of Air Transport Management, 12(5), 274-276.

Clark, A. E., Kristensen, N., and Westergård- Nielsen, N. (2009). Job Satisfaction and Co- worker Wages: Status or Signal?*. The Economic Journal, 119(536), 430-447.

Collins, S. (2008). Statutory social workers: Stress, job satisfaction, coping, social support and individual differences. British Journal of Social Work, 38(6), 1173-1193.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., and Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. Journal of applied psychology, 86(3), 425.

Conger, J.A. and Kanungo, R.N. (1988). The empowerment process: Integrating theory and practice. Academy of Management Review, 13, 471-482.

Cortese, C. G., Colombo, L., and Ghislieri, C. (2010). Determinants of nurses' job satisfaction: the role of work–family conflict, job demand, emotional charge and social support. Journal of nursing management, 18(1), 35-43.

Cronbach, L. and Shavelson, R. (2004). My Current thoughts on coefficient Alpha and successor Procedures. *Educational and Psychological Measurement*, 64 (3), 391-418.

Cummings, G. G., Olson, K., Hayduk, L., Bakker, D., Fitch, M., Green, E., ... and Conlon, M. (2008). The relationship between nursing leadership and nurses' job satisfaction in Canadian oncology work environments. Journal of nursing management, 16(5), 508-518.

Currivan, D. B. (2000). The causal order of job satisfaction and organizational commitment in models of employee turnover. Human Resource Management Review, 9(4), 495-524.

De Vries, R. E., Van den Hooff, B., and de Ridder, J. A. (2006). Explaining knowledge sharing the role of team communication styles, job satisfaction, and performance beliefs. Communication Research, 33(2), 115-135.

Demerouti, E., Bakker, A. B., Nachreiner, F., and Schaufeli, W. B. (2000). A model of burnout and life satisfaction amongst nurses. Journal of Advanced Nursing, 32(2), 454-464.

Dillman, D. (1978). Mail and telephone surveys: The total design method. New York: Wiley.

Donahue, M. O., Piazza, I. M., Griffin, M. Q., Dykes, P. C., and Fitzpatrick, J. J. (2008). The relationship between nurses' perceptions of empowerment and patient satisfaction. Applied Nursing Research, 21, 2-7.

Evans, L. (1997). Addressing problems of conceptualization and construct validity in researching teachers' job satisfaction. Educational Research, 39(3), 319–331.

Fairbrother, K., and Warn, J. (2003). Workplace dimensions, stress and job satisfaction. Journal of managerial psychology, 18(1), 8-21.

Faragher, E. B., Cass, M., and Cooper, C. L. (2005). The relationship between job satisfaction and health: a meta-analysis. Occupational and environmental medicine, 62(2), 105-112.

Gibbs, J. (2001) 'Maintaining front line workers in child protection: A case for refocusing supervision', Child Abuse Review, 10, pp. 323–35.

Gilbert, J. A., and Tang, T. L. P. (1998). An examination of organizational trust antecedents. Public Personnel Management, 27(3), 321-325.

Gittell, J. H., Weinberg, D., Pfefferle, S., and Bishop, C. (2008). Impact of relational coordination on job satisfaction and quality outcomes: a study of nursing homes. Human Resource Management Journal, 18(2), 154-170.

Godechot, O., and Gurgand, M. (2000). Quand les salariés jugent leur salaire. Economie et statistique, 331(1), 3-24.

Graham, M. W., and Messner, P. E. (1998). Principals and job satisfaction. International Journal of Educational Management, 12(5), 196-202.

Heaney, C. A., Israel, B. A., and House, J. S. (1994). Chronic job insecurity among automobile workers: Effects on job satisfaction and health. Social science and medicine, 38(10), 1431-1437.

Hechanova, M., Regina, M., Alampay, R. B. A., and Franco, E. P. (2006). Psychological empowerment, job satisfaction and performance among Filipino service workers. *Asian Journal of Social Psychology*, 9(1), 72-78.

Hochwälder, J. (2007). The psychosocial work environment and burnout among Swedish registered and assistant nurses: The main, mediating, and moderating role of empowerment. *Nursing and health sciences*, 9(3), 205-211.

Hoogendoorn, W. E., Bongers, P. M., De Vet, H. C. W., Ariens, G. A. M., Van Mechelen, W., and Bouter, L. M. (2002). High physical work load and low job satisfaction increase the risk of sickness absence due to low back pain: results of a prospective cohort study. Occupational and Environmental Medicine, 59(5), 323-328.

Ilies, R., and Judge, T. A. (2002). Understanding the dynamic relationships among personality, mood, and job satisfaction: A field experience sampling study. Organizational Behavior and Human Decision Processes, 89(2), 1119-1139.

Institute of Medicine (2000). To err is human: Building a safer health system. The National Academies Press. Retrieved from http://www.nap.edu/openbook. php?record_id= 9728andpage=26

Jansen, P. G., Kerkstra, A., Abu-Saad, H. H., and Van Der Zee, J. (1996). The effects of job characteristics and individual characteristics on job satisfaction and burnout in community nursing. International journal of nursing studies, 33(4), 407-421.

Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. Academy of management journal, 44(5), 1039-1050.

Janssen, O., and Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. Academy of management journal, 47(3), 368-384.

Jones, C. B. (2008). Revisiting nurse turnover costs: Adjusting for inflation. Journal of Nurse Administration, 38(1), 11-18.

Jones, C., and Gates, M. (2007). The costs and benefits of nurse turnover: A business case for nurse retention. The Online Journal of Issues in Nursing, 12(3). Retrieved from www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Volume122007/No3Sept07/ NurseRetention.aspx

Jones, M. K., Jones, R. J., Latreille, P. L., and Sloane, P. J. (2009). Training, job satisfaction, and workplace performance in Britain: Evidence from WERS 2004. Labour, 23(s1), 139-175.

Judge, T. A., and Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. Journal of applied Psychology, 86(1), 80.

Judge, T. A., Heller, D., and Mount, M. K. (2002). Five-factor model of personality and job satisfaction: a meta-analysis. Journal of applied psychology, 87(3), 530.

Judge, T. A., Thoresen, C. J., Bono, J. E., and Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. Psychological bulletin, 127(3), 376.

Kanter, R. M. (1977). Men and women of the corporation. New York: Basic Books.

Kanter, R. M. (1993). Men and women of the corporation (2nd ed.). New York: Basic Books.

Kibeom, L., Allen, N. J., Meyer, J. P., and Rhee, K. Y. (2001). The three-component model of organizational commitment: An application to South Korea. Applied Psychology: An International Review, 50(4), 596-614.

Kim, S., Price, J. L., Mueller, C. W., and Watson, T. W. (1996). The determinants of career intent among physicians at a U. S. Air Force Hospital. Human Relations, 49, 3-10.

Klassen, R. M., and Chiu, M. M. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. Journal of Educational Psychology, 102(3), 741.

Kluska, K. M., Spence Laschinger, H. K., and Kerr, M. S. (2004). Staff nurse empowerment and effort-reward imbalance. *NURSING LEADERSHIP-ACADEMY OF CANADIAN EXECUTIVE NURSES*, 17, 112-128.

Kristensen, N., and Johansson, E. (2008). New evidence on cross-country differences in job satisfaction using anchoring vignettes. Labour Economics, 15(1), 96-117.

Kristensen, N., and Westergård-Nielsen, N. (2004). Does low job satisfaction lead to job mobility?.

Lake, E. T. (2002). Development of the practice environment scale of the nursing work index. Research in Nursing and Health, 25, 176-188.

Lalive, R. (2002). Do wages compensate for workplace amenities? University of Zurich, mimeo.

Larrabee J.H., Janney M.A., Ostrow C.L., Withrow M.L., Hobbs G.R. Jr and Burant C. (2003) Predicting registered nurse job satisfaction and intent to leave. Journal of Nursing Administration, 33 (5), 271–283.

Leiter, M. P., and Spence Laschinger, H. K. (2006). Relationships of work and practice environment to professional burnout: Testing a causal model. Nursing Research, 55,137-147.

Manojlovich M. and Laschinger H. (2007) The Nursing Work life Model: extending and refining a new theory. Journal of Nursing Management, 15, 256–263.

Manojlovich, M. (2005). Linking the Practice Environment to Nurses' Job Satisfaction Through Nurse-Physician Communication. Journal of Nursing Scholarship, 37(4), 367-373.

Manojlovich, M. (2005). Linking the Practice Environment to Nurses' Job Satisfaction Through Nurse-Physician Communication. *Journal of Nursing Scholarship*, 37(4), 367-373.

Manojlovich, M., and Spence Laschinger, H. K. (2002). The relationship of empowerment and selected personality characteristics to nursing job satisfaction. Journal of Nursing Administration, 32(11), 586-595.

Matthews, R. A., Diaz, W. M., and Cole, S. G. (2003). The organizational empowerment scale. *Personnel Review*, 32(3), 297-318.

Matthews, R. A., Diaz, W. M., and Cole, S. G. (2003). The organizational empowerment scale. *Personnel Review*, 32(3), 297-318.

McCarthy, G. (2002). Turn over final report. University College Cork Department of Nursing Studies, Cork, Ireland.

McCarthy, G., Tyrrell, M. P., and Lehane, E. (2007). Intention to “leave” or “stay” in nursing. Journal of Nursing Management, 15, 248-255.

Menon, S. T., and Vos, B. (2007). Psychological empowerment in the South African military: The generalisability of Menon's Scale. *SA Journal of Industrial Psychology*, 33(2), 1-6.

Meyer, J. P., Allen, N. J., and Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. Journal of Applied Psychology, 78, 538-551.

Nadiri, H., and Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. International Journal of Hospitality Management, 29(1), 33-41.

Nandi, A., Galea, S., Tracy, M., Ahern, J., Resnick, H., Gershon, R., and Vlahov, D. (2004). Job loss, unemployment, work stress, job satisfaction, and the persistence of posttraumatic stress disorder one year after the September 11 attacks. Journal of Occupational and Environmental Medicine, 46(10), 1057-1064.

Nedd, N. (2006). Perceptions of empowerment and intent to stay. Nursing Economics, 24(1), 13-19.

Newbury-Birch, D., and Kamali, F. (2001). Psychological stress, anxiety, depression, job satisfaction, and personality characteristics in preregistration house officers. Postgraduate medical journal, 77(904), 109-111.

Ning, S., Zhong, H., Libo, W., and Qiujie, L. (2009). The impact of nurse empowerment on job satisfaction. Journal of Advanced Nursing, 65(12), 2642-2648.

O'Brien, J. L. (2011). Relationships among structural empowerment, psychological empowerment, and burnout in registered staff nurses working in outpatient dialysis centers. *Nephrology Nursing Journal*, 38(6).

OYER, M. (2011). *Relationships among work empowerment, organizational trust, staff nurses' work satisfaction and organizational committment* (Doctoral dissertation, Ball State University).

Ozyurt, A., Hayran, O., and Sur, H. (2006). Predictors of burnout and job satisfaction among Turkish physicians. Qjm, 99(3), 161-169.

Parker, C. P., Baltes, B. B., Young, S. A., Huff, J. W., Altmann, R. A., Lacost, H. A., and Roberts, J. E. (2003). Relationships between psychological climate perceptions and work outcomes: a meta- analytic review. Journal of Organizational Behavior, 24(4), 389-416.

Pearlin, L. I., and Schooler, C. (1978). The structure of coping. Journal of Health and Social Behavior, 19, 2-21.

Pitts, D. (2009). Diversity management, job satisfaction, and performance: Evidence from US federal agencies. Public Administration Review, 69(2), 328-338.

Press Ganey Associates (2002). Inpatient psychometrics. South Bend, IN: Press Ganey Associates, Inc.

Pronovost P., Berenholtz S., Dorman T. et al. (2003) Improving communication in the ICU using daily goals. Journal of Critical Care 18, 71–75.

Pryce, J., Albertsen, K., and Nielsen, K. (2006). Evaluation of an open- rota system in a Danish psychiatric hospital: a mechanism for improving job satisfaction and work–life balance. Journal of Nursing Management, 14(4), 282-288.

Schaufeli, W. B., Bakker, A. B., and Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. Journal of Organizational Behavior, 30(7), 893-917.

Shaikh, M. O. (2012). Exploring the Impact of Globalization on Project Management: Investigating through the Critical Elements–Definition, Differentiation and Dimensions of Global Project (Doctoral dissertation, British University in Dubai).

Siebern-Thomas, F. (2005) Job quality in European labour markets, in Bazen S., Lucifora C. and Salverda W. (Eds.), Job Quality and Employer Behaviour, Palgrave Macmillan, Basingstoke, Hants, 31-66.

Somech, A., and Drach-Zahavy, A. (2000). Understanding extra-role behavior in schools: The relationships between job satisfaction, sense of efficacy, and teachers' extra-role behavior. Teaching and Teacher Education, 16(5), 649-659.

Spector, P. E., Allen, T. D., Poelmans, S. A., Lapierre, L. M., Cooper, C. L., MICHAEL, O. D., ... and WIDERSZAL- BAZYL, M. A. R. I. A. (2007). Cross-National Differences in Relationships of Work Demands, Job Satisfaction, and Turnover Intentions with Work-Family Conflict. Personnel Psychology, 60(4), 805-835.

Spence Laschinger, H. K. (1996). A theoretical approach to studying work empowerment in nursing: A review of studies testing Kanter's theory of structural power in organizations. Nursing Administration Quarterly, 20, 25-41.

Spence Laschinger, H. K. (2008). Effect of empowerment on professional practice environments, work satisfaction, and patient care quality: Further testing the nursing work life model. Journal of Nursing Care Quality, 23(4), 322-330.

Spence Laschinger, H. K., and Finegan, J. (2005). Using empowerment to build trust and respect in the workplace: A strategy for addressing the nursing shortage. Nursing and Health Sciences, 23(1), 6-14.

Spence Laschinger, H. K., Finegan, J., and Shamian, J. (2001a). Promoting nurses health: Effect of empowerment on job strain and work satisfaction. Nursing Economics, 19(2), 42-52.

Spence Laschinger, H. K., Finegan, J., and Shamian, J. (2001b). The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment. Healthcare Management Review, 26(3), 7-23.

Spence Laschinger, H. K., Finegan, J., Shamian, J., and Wilk, P. (2001). Impact of structural and psychological empowerment on job strain in nursing work settings. Journal of Nursing Administration, 31(5), 260-272.

Spence Laschinger, H. K., Finegan, J., Shamian, J., and Wilk, P. (2003). The relationship of empowerment and selected personality characteristics to nursing job satisfaction. Healthcare Quarterly, 6(4), 2-11.

Spence Laschinger, H. K., Wilk, P., Cho, J., and Greco, P. (2009). Empowerment, engagement and perceived effectiveness in nursing work environments: does experience matter? *Journal of Nursing Management*, 17(5), 636-646.

Spreitzer, G. M. (1992). When organizations dare: The dynamics of individual empowerment in the workplace (Doctoral dissertation, University of Michigan).

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. Academy of Management Journal, 38 (5), 1442-1465.

Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of Management Journal*, 39(2), 483-504.

Spreitzer, G. M. (2008). Taking stock: A review of more than twenty years of research on empowerment at work. In Barling J. and Cooper, C. L., *the* Sage *Handbook of organizational behavior*, 54-73.

Spreitzer, G. M., and Quinn, R. E. (2001). *A Company of Leaders: Five Disciplines for Unleashing the Power in your Workforce*. San Francisco: Jossey-Bass.

Spreitzer, G. M., De Janasz, S. C., and Quinn, R. E. (1999). Empowered to lead: The role of psychological empowerment in leadership. *Journal of Organizational Behavior*, 20(4), 511-526.

Spreitzer, G. M., Kizilos, M. A., and Nason, S. W. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness satisfaction, and strain. *Journal of management*, 23(5), 679-704.

Sveinsdottir, H. (2006). Self- assessed quality of sleep, occupational health, working environment, illness experience and job satisfaction of female nurses working different combination of shifts. Scandinavian journal of caring sciences, 20(2), 229-237.

Sveinsdottir, H., Biering, P., and Ramel, A. (2006). Occupational stress, job satisfaction, and working environment among Icelandic nurses: a cross-sectional questionnaire survey. International Journal of Nursing Studies, 43(7), 875-889.

Sverke, M., Hellgren, J., and Näswall, K. (2002). No security: a meta-analysis and review of job insecurity and its consequences. Journal of occupational health psychology, 7(3), 242.

Thomas, K. W., and Velthouse, B. A. (1990). Cognitive elements of empowerment: An “interpretive” model of intrinsic task motivation. *Academy of management review*, 15(4), 666-681.

Tzeng, H. M. (2002). The influence of nurses’ working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. International Journal of Nursing Studies, 39(8), 867-878.

Um, M.-Y. and Harrison, D. (1998) ‘Role stressors, burnout, mediators and job satisfaction: A stress strain outcome model and an empirical test’, Social Work Research, 22(2), pp. 110–15

Veterans Health Administration Inc. (2002). The business case for workforce stability. Retrieved November 7, 2010 from www.healthleadersmedia.com/pdf/white%5fpapers/wp%5fvha%5f120103.pdf

Wegge, J., Schmidt, K. H., Parkes, C., and Dick, R. (2007). Taking a sickie: Job satisfaction and job involvement as interactive predictors of absenteeism in a public organization. Journal of Occupational and Organizational Psychology, 80(1), 77-89.

Zangaro, G. A., and Soeken, K. L. (2007). A meta- analysis of studies of nurses' job satisfaction. Research in nursing and Health, 30(4), 445-458.

Zurmehly, J., Martin, P. A., and Fitzpatrick, J. J. (2009). Registered nurse empowerment and intent to leave current position and/or profession. Journal of Nursing Management, 17, 383-391.

View publication stats