



Measuring the Impact of Empowered Leaders on Individual Performance Enrichment

Syeda Sadaf Tallia, Dr. Hayat M. Awan

Abstract— Despite increasing consideration on subject matter of empowerment, our understanding of constructs and their underlying processes for actual implementation remains limited. Purpose of this research study is to address these shortcomings by providing an analytical treatment of the construct and by integrating the diverse approaches towards leadership empowerment behavior through regression analysis so as to gauge its impact on individual performance. Data is collected through Simple random sampling from a sample of 300 middle managers from the three manufacturing sectors of Pakistan through structured questionnaire. Analysis is done by finding the relation between dependent and independent variables through correlation. Finally the impact of leaders' behavior on the associated empowerment elements and the performance dimensions are illustrated through the Multiple Linear Regressions. Results show that the potential factors of empowerment for individual performance includes operational relations, association with work, team support, dedicated managers, on-job exposure, job-magnetism, dedicated managers and command at work. Thus the four selected dimensions of performance vividly support the constructs of empowerment proposed in this study. The results of this research are expected to increase knowledge and insight of the contributing factors of empowerment.

Keywords— Empowerment, Leadership behavior, Individual performance, Human Resource Management, Employment Relations Practices, Organizational Behavior.

Problem Statement

In the recent scenario of economic crises prevailing in the manufacturing sector of Pakistan, in particular, making individual worker to be the competitive advantage is one big hope for the organization quality work output and sustainability. Can the execution of empowered leaders' concept in the organizations be of help to elevate individual performance in the manufacturing sector of Pakistan?

Syeda Sadaf Tallia: MS Scholar, Institute of Management Sciences, Bahauddin Zakariya University, Multan, Punjab, Pakistan. Lecturer at AIR University Multan Campus, Email : sadaftalia@yahoo.com .

Dr. Hayat M. Awan: (Supervisor) Dean/Faculty AIR University Multan Campus, Main Campus Islamabad, Pakistan. Email : drhayat@au.edu.pk
Contact: 03008634275.

I. INTRODUCTION

In Pakistan due to the present economic slump there is a considerable impact on the development of new ideas and solutions. Our organizations are currently faced with cutting operational outlay and superlative reduced schedules. However, in spite of such restrained environment some of the new-fangled ideas have trickled up during these intricate and unstable times. For instance, convergence of unparalleled factors and trends is positioning our society to capsize old industrial modes of working and to embrace new innovations and structures that are fluid, emerging, resilient and renewable. Now the actual challenge is to develop such sort of practices that promote flexibility and openness for employer and employee, and enable workers to be both caregivers and workers. Empowerment has been the forefront of quality improvements efforts [27]. According to the previous researches, leadership empowerment behaviour is mainly concerned with continuous improvement in all sorts of work ranging from high level strategic planning and decision-making to detailed execution of work elements. Thus mistakes can be avoided and defects can be prevented by continuously improving capabilities, people, processes, technology and machine capabilities.

Strong communities are always the basis for a prosperous economy. So even in our economy what we need is such sort of attitude that needs those employers who recognize the role of the employees and who enable an integration of work, family and community life. We need to view an organization as a collection of processes. So as to uphold it, the organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers. The simple objective should be "Do the right things, right the first time, every time". Future organizations will harness burgeoning technology to deliver necessary and timely information while managing the benefits and challenges of a more flexible, mobile and empowered workforce.

Among the many up-to-the-minute management terms, empowerment is mentioned as "Empowerment and Organizational Change" [25], which means that empowerment is referred as a change strategy with the objective of improving both individual's and organization's aptitude to perform in a better way. Studies suggest that high-involvement [44, 71], and participative management [6, 45] are key to empower lucratively. Though empowerment is often an overused word among companies, yet, with little regard to the true meaning of the leadership it entails. However, studies reveal that managerial behavior and participation is the key to implement and sustain empowerment concept in the organization. [72, 9,

56]. There are many theories on empowerment; however, in the past researches were done on the independent variables and no interrelation was calculated among the various independent factors. For instance, the articles usually discussed about the psychological aspects of employee empowerment, implementation strategies of empowerment, managers role, the personality attributes of the employees or the culture for the implementation of empowerment. However, few found a correlation among these different independent variables as they seem to be. Also there have been many discussions on the methods for the implementation of the empowerment but it always lacked the depiction of the true scenario that should actually prevail in the organization. So in reality managers lacked the right path as to how to make their shareholders and also their employees being convinced for the well implementation of empowerment. But in this research paper all such and other independent variables are interrelated to each other from grass root level.

Thus the purpose of this academic paper is to identify chief determinants of leadership empowerment behavior and its impact on those organizational performance dimensions which will be necessary to elevate individual performance in the manufacturing sector of Pakistan. The major area of interest is to explore and analyze literature in order to develop better understanding of market specific and quality specific factors. The way these factors integrate with each other so as to find a better path for organizational sustainability. This study endeavors to fill in the gap by empirically validating the importance of each factor used to describe the construct of leadership empowerment behavior in the perspective of firm's quality management practices. Finally, how well the strategies formulate with results in the better implementation of quality practices by the leaders in the manufacturing industries of Pakistan.

II. LITERATURE REVIEW

Whenever The benefits of empowerment can be broadly alienated into two areas: benefits for the organization; and benefits for the individual. So much of the empirical research into empowerment has had its focus on organizational benefits assuming that these are the driving force behind efforts to engender empowered working [20]. Certainly the motivation for managerial adoption of empowerment is typically driven to help managers manage and improve work organization and job performance, primarily to create an environment that is beneficial for the employee [58, 47].

With its expanding application, recent studies informed by labor process theory have begun to question the aims and outcomes of empowerment initiatives. [4] notes, for example, that if we equate the concept of empowerment with the assumption of management responsibilities then we can't neglects the essential questions of distribution of authority, access to resources and capacity to mobilize in defense of worker interests which are the crucial factors in power determination.

According to [31] results of the research sustain a two factor view of situation perception that includes firstly, an objective component that is attributable to the situation under consideration and second is the subjective component attribute that ascertain to the person doing the perceiving [52, 61, 63, 70]. Further, distinguishing perceptions of situations were consistent as are discussed in the Big Five personality traits, which reveal that Motivation, deviation, absences, and job satisfaction are correlated. Similarly, conscientiousness and agreeableness show positive correlation with productivity in a team culture. However, neuroticism and agreeableness are negatively correlated with leadership capabilities. It's because individuals lacking conscientiousness and having neuroticism are inclined come up with poor performance at work. These results provide support for perception as a core process for how personality traits work and how much considerate these factors are towards the proper understanding of the workers.

Authors' like [5] focus on emphasizing the experience of organization in establishing an empowerment culture by considering employee performance and commitment to be an integral part in organizational success. Reference [19] reflects on the impact of empowerment on organization where training and teamwork support are important components. Reference [64] focus on the need to go for partnership between workers and management and to encourage workers to give their energy and commitment. Moreover [35] seek to focus on people as a parameter for organization change and success. Also [53] describes empowerment is considered to be the state or frame of mind that requires training to enhance human qualities and capabilities. Reference [54] describes employee participation can take many forms and it requires many aspiring management techniques. Reference [7] describes rewarding employees is one big way for motivation. In [11] also focused on team support. [24] performance management is necessary to test the success of empowerment.purchase.

A. *Factors Depicting the Performance level of Individual*

For the depiction of performance dimension of individuals, four constructs are formulated with the help of secondary data and from pilot testing in the manufacturing organizations. These four basic constructs are employee work satisfaction, extra role performance, role prescribed performance and decision making. In order to explain work satisfaction of the individuals, managers should formulate such culture where there is appreciation for work well done employees should feel high esteem after work well done this not only motivates them for future tasks but also make them feel loyal, satisfied and contented with their work.

According to [59, 8, 66] when the employees feel contented with their work and supervisors, they do more then what is expected from them which are a symbol of their delightfulness for being attached with that organization. [14, 41] Narration of tasks to the employees can be one factor for more outclass performance by the individuals. Lastly, another important construct taken to explain the influence of empowered leaders' attitude and the individual performance is the extent of decision making and ideas implementation freedom provision to the employees [50, 3]. These four constructs are further

explained by the factors of employee training, teamwork, behavior, attitude, level of trust and communication. These different factors are dispersed in all the sections of the questionnaire so as to get the response in realistic terms.

B. Factors depicting the level of Leadership Empowerment Behavior:

In case of leadership role out of ample variables discussed by authors for the measurement of the leadership attitude and approach towards the implementation of Employee Empowerment, the variables that are discussed in this dissertation includes Gain from the sharing of Ideas, Formation of Work Teams, Information Sharing, Trust on employees, Competency enhancement of the employees/ Training, Commitment, Reward, Power Distribution, Leading by Example and Participative Decision making. In order to hold ground tight I looked for many researchers who talked about the boons of leadership empowerment behavior. Out of those found was that many writers quoted effectual information on the employee empowerment concept. Kanter scripting about the influential power pointed towards, "Organizational power can breed, in part, by being shared. It is a fact that by empowering others, a leader does not decrease his power; in its place he may actually increase it, especially if the whole organization performs better", [37]. The logic that is been employed by Kanter illustrates, "The prolific capacity of nations, like organizations, grows if the skill base is upgraded. People with the tools, information and support to make more informed decisions and act more quickly can often complete more." [37]

Reference [8] while depicting the concept of empowerment give added proof, "considerable research on practices such as gain sharing, communication programs, work teams, job enrichment, skill-based pay, and so on has shown that the results of these practices are consistent and positive." [60] in one of his research paper indicates, "A more subtle, yet very powerful benefit of employee empowerment was enlarged when trust in the organization is sustained." When the employees get assured that the management is committed with the progress and the benefit of their employees, then the employees become deliberate to work harder for the up forth prosperity of their organization and feel more inclined towards work satisfaction.

H1: Leadership Empowered Behavior is positively related to Employee Work Satisfaction.

H1a: Association with work is positively related to employee work satisfaction.

H1b: Concerned management attitude is positively related to employee work satisfaction.

H1c: Command at work is positively related to employee work satisfaction.

H1d: Team Support is positively related to employee work satisfaction.

H1e: Dedicated managers' attitude is positively related to employee work satisfaction.

H1f: Job Attachment is positively related to employee work satisfaction.

H1g: On job exposure is positively related to employee work satisfaction.

H1h: Operational relationship is positively related to employee work satisfaction.

H1i: Capable authorities are positively related to employee work satisfaction.

Also varied eminent scholars of the related field depicted the importance of empowerment in their own prospect. As said by [44] that the global competition and a changing business environment have prompted organizational change in response to increased pressures to improve efficiency and performance. It has been argued that organizations with higher levels of empowerment have demonstrated improvements in various economic performance areas [2]. Despite the espoused organizational benefits [3] argues that empowerment has still not delivered the promised benefits, remaining a myth rather than reality. According to [43], empowerment occurs when organizations implement high-involvement managerial systems. To do so, Lawler suggests, delegating larger decision-making power to first-line employees, providing appropriate training for them, giving them access to relevant strategic information and rewarding employees for achieving results'. So apart from focusing on the primary motive of empowerment which is to improve the economic performance alone, benefits for the individual employee has also been aligned with it while focusing on the leaders' empowered behavior. One important factor been identified by [54] about empowerment is that employees who consider themselves empowered, having high level of self esteem, commitment, delegation and involvement in ideas implementations have reduced conflict and ambiguity in their role, as they are able to control (to a certain extent) their own environment understand their tasks more effectively.

H2: Leadership Empowered Behavior is positively related to Employee Task Understanding.

H2a: Association with work is positively related to employee task understanding.

H2b: Concerned management attitude is positively related to employee task understanding.

H2c: Command at work is positively related to employee task understanding.

H2d: Team Support is positively related to employee task understanding.

H2e: Dedicated managers' attitude is positively related to employee task understanding.

H2f: Job Attachment is positively related to employee task understanding.

H2g: On job exposure is positively related to employee task understanding.

H2h: Operational relationship is positively related to employee task understanding.

H2i: Capable authorities are positively related to employee task understanding.

For the implementation of empowerment there is reduce emotional strain on the employee. Similarly, empowered employees have a greater sense of job satisfaction, motivation and organizational loyalty [51, 42, 68]. Empowerment cannot only impact attitudes it can also impact on performance, specifically employee productivity [42] and organizational performance and employee effectiveness [68]. As has been found in the article “Understanding empowerment from an employee perspective”, by [30] that the underlying perceptions of the employees themselves actually make them to draw a framework that illustrates how they take or understand the employee empowerment meaning and the employee’ response to it. Refrence [40] identified that the formation of effective teams can help resolve many problems in the internal and external environment of the organization thus resulting in high performance rate.

Out of the span of variables offered by different authors for measurement of employees’ attitude towards empowerment the variables used in this research paper include Meaning of Work, Self-Determination, Adaptability, Participation of Employees in decision making, Responsibility been owned by the employees, Perceived Control, Synergy, Feeling of Competence and Feelings of Authority or Control on the part of the employees. However, again the main concept revolves on the fact that the managers are the core focus for the proper implementation of empowerment in the organization. As has been indicated by [67], “the social-structural perspective of empowerment focuses on the facilitation of empowerment by leaders and on the contextual issues that impact on empowerment.”

Much significance implanted towards the outlook of managers in the well implementation of the concept of Employee Empowerment as has been discussed by [3], who suggested that, participative decision-making, leading by example, coaching, informing and interacting positively with the team could be effective for empowerment practices. As depicted the various dimensions of the leadership characteristic in the table below:

Dimension	Definition
Efficacy in performing job tasks	Demonstrating conscientiousness and skill in performing one’s job.
Improvement efforts in job tasks	Reviewing one’s job tasks and making changes in order to better perform one’s job or making one’s

work more useful.

Effective collaboration

Collaborating with colleagues in order to ensure optimal group functioning to complete the work unit tasks.

Improvement efforts in the work group

Reviewing one’s work unit functioning and taking action in order to improve group efficiency.

Involvement at an organizational level

Being involved in the organization to maintain and improve efficacy at an organizational level.

Such managerial practices would lead employees to see more value in their personal contributions (meaning), to develop an increased self-efficacy to perform and extend their work role (competence), to perceive more opportunity to make choices regarding different facets of their job (self-determination), and to feel that they can really make a difference in their work environment (impact).

H3: Leadership Empowered Behavior is positively related to Employee Increase Output.

H3a: Association with work is positively related to employee increase work output.

H3b: Concerned management attitude is positively related to employee increase work output.

H3c: Command at work is positively related to employee increase work output.

H3d: Team Support is positively related to employee increase work output.

H3e: Dedicated managers’ attitude is positively related to employee increase work output.

H3f: Job Attachment is positively related to employee increase work output.

H3g: On job exposure is positively related to employee increase work output.

H3h: Operational relationship is positively related to employee increase work output.

H3i: Capable authorities are positively related to employee increase work output.

Overall the literature points to many potential benefits to both organizations and employees alike should workplace empowerment be successful, hence producing a “win-win” situation [27]. However, despite the strong support for

empowerment in theory, it has been found that in reality, in actual and in practice empowerment may exist in rhetoric only. To have control on the working of the employees is the actual practice of the employers [71]. Indeed it may be considered naive to assume that employee empowerment will improve organizational performance for it is possible that empowered employees are not necessarily more motivated up to that extent in which they feel themselves free and confident enough to make the decisions on their own or have higher levels of job satisfaction [65]. Thus the benefits of empowerment should not be assumed to automatically occur nor should the rhetoric of empowerment be confused with the reality.

The term “catalytic empowerment” is used by [71] to refer to the techniques applied to unprofitable companies in order to make them profitable. When the empowerment process is set in motion, a chain reaction occur drawing employees, suppliers, customers, and stakeholders into the transformation. One method of putting empowerment into practice is by creating self-managed project or product work groups [48].”As to calculate the level of motivation that prevails in organization, following elements of motivation are discussed in the questionnaire which are extracted from [10] theories that apply towards effective rewards in supporting motivation. These factors include Reward in appreciate on and monetary terms, Fair and just treatment, Work satisfaction, Description of work task, Managers commitment towards work, Promotion and cooperation by the authorities and Rewards must focus performance.

To check the level of trust that prevails in the organization, the following elements are discussed in the questionnaire Autonomy in decision making, Confidence in supervisors’ capabilities and Trust worthy supervisors. To implement the empowerment well in an organization certain things needed to be kept in mind: “Notably employees need to understand the vision and goals of senior management and that the organization places a strong emphasis on the need for openness and teamwork [59]. Furthermore it is argued that anyone trying to design effective self-managing work teams needs to have a strong focus on employee involvement [16]. Although achieving empowered work teams can be difficult it is argued that they will contribute to organizational success [36].”

H4: Leadership Empowered Behavior is positively related to Employee Decision Making.

H4a: Association with work is positively related to employee decision making.

H4b: Concerned management attitude is positively related to employee decision making.

H4c: Command at work is positively related to employee decision making.

H4d: Team Support is positively related to employee decision making.

H4e: Dedicated managers’ attitude is positively related to employee decision making.

H4f: Job Attachment is positively related to employee decision making.

H4g: On job exposure is positively related to employee decision making.

H4h: Operational relationship is positively related to employee decision making.

H4i: Capable authorities are positively related to employee decision making.

It is plausible that management and employees will offer quite distinct perspectives on the meaning and success of empowerment, and thus offer different dimensions to the understanding of the concept. While it is evident that empowerment is in part a dynamic process. This paper focuses specifically on the actual experience, perception and the implementation of the concept of empowerment from the viewpoint of the middle managers who give responses about the feel of empowerment and its existence in their organization as being the employees of their owners and has been the transmitters of the concept of empowerment to their employees. This dissertation is evaluated by considering the influence of supportive leadership role and the elements of motivation and trust among the employees thus calculating the ultimate impact on individuals’ performance. The more the managers respond positively about the influential factors of culture, leadership empowered behavior and the presence of motivation and trust, the more it depicts the existence of the concept of empowerment.

III. METHODOLOGY

A. Sample

A total of 173 managerial-level personnel participated in this research. The sample was 93.1 per cent male and 6.9 per cent female. The mean age of respondents was 36; organizational tenure averaged seven years. The archival data was collected in the September of 2010. The survey was given to the middle managers of manufacturing companies of Pakistan. The manufacturing companies in this dissertation included the Automobile sector, the Textile Industries and finally the Sports Sector. Out of those three Sectors that are included in this dissertation, the survey is given to the middle managers from approximately six co-located departments included advertising, customer assistance, facilities and engineering, research and development, logistics and transportation and marketing. Survey questionnaires were given to managers in each department who have all their direct reports fill them out. Of the total 300 total survey 173 are returned with a response rate of 57.67%. The surveys are distributed at the beginning of the week to the organizations. Human Resources departments then distributed to the various departments. Middle managers or the departmental managers who participated in completing the survey sealed the survey in an attached envelope which has a pre-printed label to be interoffice-mailed back to the Human Resources department. The surveys questionnaires are then collected at the end of the week for review. In other organizations some are provided with the facilitation to fill in the questionnaires while in some of the organizations telephonic survey is conducted so as to get the responses. All participants were promised anonymity; no identifying information was requested.

B. Objective Measures:

The degree of leadership empowered behavior and its impact on the organization performance was assessed with a multi-item measure developed for this research. Questionnaire was divided into two main sections: first portion deals with respondents' demographic factors of age, gender, tenure and education. While in second portion respondents (middle/departmental managers) showed their perceived importance to the leadership empowered factors necessary for individual growth and performance. Responses were made on a five-point scale scored as follows: 1(It does not happen); 2(rarely happens); 3(happen sometimes); 4(often happen) and 5(always happen). Specifically, the questionnaire was comprised of 65 items tapping the typical dimensions of employment relationship studied in previous research. In order to maintain the validity and reliability of the questionnaire, the dimensions of the questionnaire are extracted from the following theories: Organizational Commitment Questionnaire developed by [57] measured influential factors of commitment, motivation, and communication. This section consists of 22 items and example item is 'I feel enthusiastic about my work'. The portion on empowerment was developed by [65], which explored empowerment, behavior, and attitude. This section consists of 15 items and example item is 'Managers help in performance improvement and helping the team to be self reliant'. The portion on trust was developed by [49], and explored the influential factors of trust and communication. This section consists of 9 items and example item is 'I can talk openly to the supervisors/managers in my organization about

IV. RESULTS

A. Variables for Leadership Empowered Behavior and Individual Performance extracted from Factor Analysis:

Factor analysis is conducted on the data using SPSS17 as to carry out an initial confirmatory list of those variables that play an important role towards empowerment implementation relative to the industrial sector under study. In order to carry out factor analysis the principle component procedure followed by varimax rotation is used. Factors with value ≥ 0.5 are selected and the results identified those factors which accounted for 55% of variation in data.

In order to explain the leadership empowered behavior following computed variables are included in this survey instrument extracted from factor analysis: Association with work, Concerned Management, Command at work, Team Support, Dedicated Managers, Job Attachment, On Job Exposure, Operational Relationships and Capable Authorities. These factors are also proposed by [56, 57, 64, 37, 5, 28, 62].

The factors explaining the individual performance are factorized into four constructs i.e. Work Satisfaction, Extra Role Performance, Role Prescribed Performance and Decision

difficulties I am having at work'. The portion emphasizing on the formation and existence of teamwork and employee motivational attitude for the empowerment implementation was developed by [38]. This portion consists of 19 items and example item is 'Did you receive feedback on your work performance in the last twelve months?' and 'If threatened by the co worker for the job related issues then do management take proper protection for that?'

Responses are then analyzed to calculate the amount of each aspect of empowerment respondents actually receive in their organization as compared to the amount that the organization had committed to provide them. Analysis was done by first using factor analysis so as to narrow down the necessary factors of leadership empowered behavior as per the cultural context of Pakistan. Relation between dependent and independent variables is revealed through correlation. Data collected for the study was analyzed by using SPSS in order to ascertain which of the empowered leaders' characteristics are preferred by the managers of manufacturing sector in Pakistan. Finally, the influence of leaders' behavior on the related empowerment elements and its impact on individuals' performance dimensions is demonstrated through the Multiple Linear Regression.

C. Control Variables

In data analyses, several additional variables like organization tenure, and salary were controlled for as to avoid alternative explanations in findings which may be backed by the vested interest of employees to remain with their current organizations. Also, demographic differences across samples, gender and age were also controlled for.

Making. Similar factors for individual performance elevation as narrated by research scholars include: Employee commitment, Employee motivation, Employee work satisfaction, Employee decision making, Employee communication, Employee trust, Employee behaviour, Employee attitude, Employee training and Employee teamwork as discussed by [56, 46, 11, 24, 19, 53, 54, 37, 35].

B. Checking Reliability of Leadership Empowered Behavior: Cronbach's Alpha

The interitem consistency reliability or the Cronbach's alpha reliability framework of the nine computed variables in the overall and sector-wise framework has been obtained. They are all above 0.80. The closer the reliability coefficient gets to 1 the better it is. Thus the internal consistency reliability of the measures used in this study is considered to be good. $\alpha = .878$, $N = 9$ for all the three sectors. $\alpha = .886$, $N = 9$ for sports sector. $\alpha = .874$, $N = 9$ for automobile sector. $\alpha = .884$, $N = 9$ for textile sector.

C. Correlation

In order to show relationship among the selected variables so as to create scrutiny in this dissertation, the Pearson correlation matrix is obtained for the five Likert scaled variables in the overall framework and also individually. In this dissertation, the correlation results for the thirty companies in the overall three sector ranges from Association with work to Capable authorities. Results correlation is $r = -.492$, which when squared indicates 24.20 per cent shared variance. Capable authorities help to explain nearly 24 per cent of the variance in respondents' scores on the association with work scale. This is quite a respectable amount of variance explained when compared with a lot of the research conducted in the social sciences with the p -value of (0.000). It indicates that the result is significant at 1%, and if Capable authorities are present then the tendency for the association with work increases. It will have a positive influence on the implementation of the empowerment concept. Correlation results between Concerned management and the Capable authorities also indicates the same type of result. The correlation coefficient is 0.639 and the p -value is (0.000). The result is highly significant at 1%. It again indicates that capable authorities are concerned to their work. Similar is the result with the rest of the variables considered as depicted in the table below:

Overall Result for all the Three Sectors*

Correlations
TABLE II. Correlation Matrix of Variables

	Mean	SD	1	2	3	4	5
1 Association with work	3.07	.417	1				
2 Concerned Management	2.69	.588	.550*	1			
3 Command at work	2.45	.381	.605*	.567*	1		
4 Team support	2.79	.544	.524*	.598*	.549*	1	
5 Dedicated manager	2.80	.586	.482*	.481*	.460*	.645*	1
6 Job attachment	2.23	.397	.352*	.302*	.359*	.176*	.146
7 On job exposure	3.38	.422	.062	.226*	.054	.250*	.017*
8 Operational relationship	2.75	.563	.520*	.687*	.540*	.728*	.633*
9 Capable authorities	2.62	.587	.492*	.639*	.506*	.689*	.551*

a.* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; Correlation is significant at the 0.01 level (2-tailed).
b. N = 173; Pearson Correlation
* Individual Sector Results will be available on demand

D. Correlation Analysis as per Sector

The Pearson correlation matrix obtained for the five Likert scaled variables for the **Sports Sector** shows that Association

with work is positively correlated with the remaining computed variables. So is the case with the rest of the computed variables with show a strong relation among each other. Except for the fact that Expertise is less associated with the Job Exposure and also Job Exposure show less association with the Dedication and Job Magnetism. In our example the correlation is $r = -.575$, which when squared indicates 33.06 per cent shared variance. Capable authorities help to explain nearly 34 per cent of the variance in respondents' scores on the association with work scale. This is quite a respectable amount of variance explained when compared with a lot of the research conducted in the social sciences with the p -value of (0.000). It indicates that the result is significant at 1%, and if the Capable authorities are present then the tendency for the association with work increases. Correlation results between Concerned management and the Capable authorities also indicates the same type of result. The correlation coefficient is 0.602 and the p -value is (0.000). So on. The Pearson correlation matrix obtained for the **Automobile** for the five companies show a positive correlation analysis coefficient 0.556, with the p -value of (0.000). It indicates that the result is significant at 1%. Correlation results between Concerned management and the Capable authorities also indicates the same type of result. The correlation coefficient is 0.638 and the p -value is (0.000). The result is highly significant at 1%. And the pattern follows. The Pearson correlation matrix obtained for the **Textile Sector** shows that the results are also almost similar to the Sports Sector and somewhat different form the Automobiles Sector. Association with work is positively correlated with the remaining computed variables. So is the case with the rest of the computed variables with show a strong relation among each other. Except for the fact that over here Expertise is less associated with the Job Exposure and also Job Exposure show less association with the Dedication and Job Magnetism. The results of correlation analysis for Association with work and Concerned management show a positive coefficient 0.538, with the p -value of (0.000). It indicates that the result is significant at 1%. Correlation results between Concerned management and the Capable authorities also indicates the same type of result. The correlation coefficient is 0.659 and the p -value is (0.000). The result is highly significant at 1%. And the pattern follows.

E. Performance Dimensions Factors:

The four items of performance dimensions are averaged to form a scale of $X = 3.34$, $S.D. = 0.97$, with higher scores indicating a greater degree of increased performance expectations. Cronbach's alpha for this scale was **0.878**. The highest mean is associated with 'Did your ideas are implemented' with $X = 3.90$, $S.D. = 0.864$. Then comes, 'Importance given to task understanding' criteria with $X = 3.83$, $S.D. = 0.758$. Then come 'Appreciation in reward' with $X = 3.64$ $S.D. = 0.828$ and so on.

F. Regression Analysis of Performance Dimensions and the Computed Variables

This dissertation employs the use of regression model to calculate the impact of nine computed variables of leadership empowerment behavior on the performance dimensions of the individual. This analysis tool helps to reveal the fact that if the concept of empowerment is implemented well in the organization on the basis of the computed variables than it helps to increase the performance of that organization. The results of the Regression Model are been tested on the computed variables of all the three sectors in collective form and also on individual sector. Considering the proposed model for this dissertation it's been revealed that the following performance dimensions are been considered in the survey instrument: Work Satisfaction, Role Prescribed Performance, Extra Role Performance and Decision Making. These performance dimensions are been discussed in the survey instrument at different points in the questionnaire. Instead of mentioning these dimensions separately in the questionnaire, these performance dimensions are actually inserted at different parts of the survey instrument so as to make the respondents less aware of these cut points questionnaires in order to extract the realistic responses.

TABLE III. First Performance Indicator: Regression Analysis for Work Satisfaction

Predictors	Coefficients(a)			
	Overall	Textile	Automobile	Sports
Association with work	.320**	.521***	.462***	.428***
Concerned Management	.045	.010	.093	.058
Command at work	.271**	.267**	.068	.030
Team Support	.217**	.079	.174	.184
Dedicated Managers	.267**	.171	.336**	.258**
Job Attachment	.050	.001	.069	.062
On Job Exposure	.249**	.234***	.364**	.263***
Operational Relationship	.327**	.266	.230	.314**
Capable Authorities	.296**	.316**	.196	.242
F	10.568	14.198	11.734	12.434
R ²	.370		.395	

Adj. R- sq.	.335	.441	.361	.409
		.410		.376

*p<0.05 ; **p<0.01 ; ***p<0.001

a. Predictors: Capable authorities, job attachment, on job exposure, Association with work, dedicated managers, Command at work, Concerned Management, team support, operational relationship
b. Dependent Variable: Work Satisfaction

In the Regression Analysis for the Performance Dimension of *Work Satisfaction*, ANOVA shows a significant relation of Work Satisfaction with the nine computed variables in the overall framework and also within each sector. The multiple regression model helps to see which among the nine variables is the most important in explaining the variance in *Work Satisfaction*. With all nine predictors for the overall framework produced $R^2 = .370$, $F = 10.57$, $p < .001$. Considering the column Beta under *Standardized Coefficients*, it's been depicted in the Table that the highest number in the Beta is *0.521* in *Association with work* which is significant at *0.002* and *0.364* for *On Job Exposure* which is significant at the *0.007* level. The positive beta weight indicates that if Work Satisfaction is to be enhanced, enhancing these two variables for the employees is necessary. Keeping other factors constant. The other significant relations are depicted by Command at Work, Team Support and Dedicated Managers and operational relationships in the overall and individual sector as well as illustrated in the table above. Thus hypothesis H1a, H1c, H1d, H1e, H1g, H1h and H1i sustained. However, variables like Concerned Management and Job Attachment are not significant in explaining the dependent variable Work Satisfaction so hypothesis H1b and H1f are refuted.

TABLE IV. Second Performance Indicator: Regression Analysis for Role Prescribed Performance Coefficients (a)

Predictors	Overall	Textile	Automobile	Sports
Association with work	.365**	.277**	.210**	.200**
Concerned Management	.123	.150	.147	.122
Command at work	.108	.103	.096	.101
Team Support	1.178***	.881***	.788***	.759***
Dedicated Managers	.250***	.070	.080	.082
Job Attachment	.115	.094	.101	.095
On Job Exposure	.115**	.015	.040	.014
Operational Relationship	.296	.247**	.222**	.174
Capable Authorities	.251**	.230**	.291***	.290**
F	23.477	28.576	23.581	21.398
R ²	.566		.567	
Adj. R- sq.	.542	.614	.543	.543

	.592	.518	R ²	.337	.433
			Adj. R- sq.	.300	.401
				.501	.203

a. Predictors: Capable authorities, job attachment, on job exposure, Association with work, dedicated managers, Command at work, Concerned Management, team support, operational relationship
b. Dependent Variable: Importance given to the task understanding by employees (Role Prescribed Performance)

*p<0.05 ; **p<0.01 ; ***p<0.001

a. Predictors: Capable authorities, job attachment, on job exposure, Association with work, dedicated managers, Command at work, Concerned Management, team support, operational relationship
b. Dependent Variable: Do more work than demanded (Extra Role Performance)

*p<0.05 ; **p<0.01 ; ***p<0.001

In the Regression Analysis for the Performance Dimension of **Role Prescribed Performance**, ANOVA shows a significant relation of Role Prescribed Performance with the nine computed variables in the overall framework and also within each sector. The multiple regression model helps to see which among the nine variables is the most important in explaining the variance in **Role Prescribed Performance**. With all nine predictors for the overall framework produced **R² = .566, F = 23.48, p < .001**. Considering the column Beta under *Standardized Coefficients*, it's been depicted that the highest number in the Beta is **1.178** in **Team Support** which is significant at **0.000 and 0.350** for **Association with Work** which is significant at the **0.003** level. The positive beta weight indicates that if Role Prescribed Performance is to be enhanced, enhancing these two variables for the employees is necessary. Keeping other factors constant. The other significant relations are depicted by Dedicated Managers, On job exposure, Capable Authorities and Operational Relationships in the overall and individual sector as well as illustrated in the table above. Thus hypothesis H2a, H2d, H2e, H2g, H2h and H2i sustained. However, variables like Concerned Management and Job Attachment are not significant in explaining the dependent variable so hypothesis H2b, H2c and H2f are refuted in the considered organizations.

In the Regression Analysis for the Performance Dimension of **Extra Role Performance**, ANOVA shows a significant relation of this dimension with the nine computed variables in the overall framework and also within each sector. The multiple regression model helps to see which among the nine variables is the most important in explaining the variance in the dependent variable. With all nine predictors for the overall framework produced **R² = .337, F = 9.129, p < .001**. Considering the column Beta under *Standardized Coefficients*, it's been depicted that the highest number in the Beta is **0.882** in **Command at Work** which is significant at **0.000 and 0.381** for **Association with Work** which is significant at the **0.002** level. The positive beta weight indicates that if Extra Role Performance is to be enhanced, enhancing these two variables for the employees is necessary. Keeping other factors constant. The other significant relations are depicted by Concerned Management and Job Attachment in the overall and individual sector as well as illustrated in the table above. Thus hypothesis H3a, H3b, H3c and H3f sustained. However, other variables are not significant in explaining the dependent variable Extra Role Performance so hypothesis H3d, H3e, H3g, H3h and H3i are refuted in the selected organizations.

**TABLE V. Third Performance Indicator:
Regression Analysis for Extra Role Performance**

Predictors	Coefficients(a)			
	Overall	Textile	Automobile	Sports
Association with work	.335***	.376***	.366***	.381**
Concerned Management	.371***	.023	.099	.248**
Command at work	.722***	.882***	.768***	.540***
Team Support	.082	.020	.001	.074
Dedicated Managers	.030	.052	.024	.078
Job Attachment	.112	.085	.366***	.154
On Job Exposure	.007	.018	.007	.112
Operational Relationship	.018	.090	.165	.153
Capable Authorities	.124	.102	.165	.117
F	9.129		13.744	
		20.043		5.837

**TABLE VI. Fourth Performance Indicator:
Regression for Decision Making**

Predictors	Coefficients(a)			
	Overall	Textile	Automobile	Sports
Association with work	.234*	.165	.293**	.210
Concerned Management	.003	.087	.031	.082
Command at work	.064	.034	.015	.023
Team Support	.419**	.473***	.514***	.351**
Dedicated Managers	.269**	.323**	.354**	.277**
Job Attachment	.262**	.146	.240**	.347***
On Job Exposure	.112	.128	.134	.036
Operational Relationship	.073	.061	.851	.000
Capable Authorities	.006	.025	.820	.045
F	5.194		6.460	
		5.033		5.933
R ²	.224		.264	

Adj. R- sq.	.181	.219	.223	.248
		.175		.206

*p<0.05 ; **p<0.01 ; ***p<0.001

a. Predictors: Capable authorities, job attachment, on job exposure, Association with work, dedicated managers, Command at work, Concerned Management, team support, operational relationship
b. Dependent Variable: Did your Ideas implemented (Decision Making)

In the Regression Analysis for the Performance Dimension of *Decision Making*, ANOVA shows a significant relation of this dimension with the nine computed variables in the overall framework and also within each sector. The multiple regression model helps to see which among the nine variables is the most important in explaining the variance in the dependent variable. With all nine predictors for the overall framework produced $R^2 = .224$, $F = 5.194$, $p < .001$.

V. DISCUSSION

All the hypothesis depicting the relationship of effective leadership empowerment behavior on performance dimensions have shown marked importance in the panorama of the selected industries. Much attention is drawn on considering those elements of leadership empowerment behavior that could enhance the performance outcome of the individual within an organization. There are four dimensions of performance that are considered in relation with the computed variables of empowerment in the organization. With the result mean is that 37% of the variance (R- square) in *Work Satisfaction* has been significantly explained by the nine independent variables. Similarly, role prescribed performance has a mean of 56.6%. Extra role performance and decision making has 33.7% and 22.4% simultaneously. Thus hypotheses are sustained. The results in the overall frame work depicts that for the *Work Satisfaction* to prevail in the organization, association with work and on job exposure are given high importance by the middle managers in all the three manufacturing sectors of Pakistan. However in the sports sectors in addition to this operational relational and the role of the dedicated managers are also highlighted by the respondents for job satisfaction. So is the case with Automobile and Textile sector. However, the factors like job attachment, team support and concerned management has not shown much significance in approximately all the three sectors considered. This is due to the fact that normally in Pakistan, higher authorities basically take the wages of their employees to be the sole reward for them and any other extra benefits are rarely offered for their work excellence as they consider their excellent work out put to be the part of their duty. Also management is less concerned about their employees' personal concern and just focused on their work output which tends to reduce their employees job attachment. For the performance dimension of *Extra Role Performance*, association with work and command at work are given due important in all the three manufacturing sectors. Apart from it the role of concerned management is also highlighted by the respondents of sports sectors and job attachment by the

Considering the column Beta under *Standardized Coefficients*, it's been depicted that the highest number in the Beta is **0.514** in *Team Support* which is significant at **0.000 and 0.354** for *Dedicated Managers* which is significant at the **0.002** level. The positive beta weight indicates that if Decision Making is to be enhanced, enhancing these two variables for the employees is necessary. Keeping other factors constant. The other significant relations are depicted by Association with work and Job Attachment in the overall and individual sector as well as illustrated in the table above. Thus hypothesis H4a, H4d, H4e and H4f sustained. However, other variables are not significant in explaining the dependent variable Decision Making so hypothesis H4b, H4c, H4g, H4h and H4i are refuted.

automobile sector to be necessary so as to elevate the performance of the concerned managers and their employees as a whole. However factors like team support, operation relations and capable authorities have not shown much significance. This is due to the fact that in the entire three sectors considered higher authorities are less focused on their employees' development. For employees to outperform they need capable authorities to help gauge the situation in a better way which is lacking in the selected manufacturing organizations.

Another important performance factor that has been analyzed in this dissertation, illustrates the importance of *Decision Making* of the middle managers in their organizations and its actual importance towards the well implementation and the prosperity of the empowerment concept in that organization. Respondents are of the view that if the organizations support the ritual of team support and management dedication in helping and provoking the ideas of their employees then there is a much vivid culture of innovation and decision making to prevail in their organizations. Apart from it job attachment is highlighted in automobile and sports sector whereas association with work are also considered important by the respondents of automobile sector for the performance dimension of Decision Making to prevail in the organization. In *Role prescribed performance*, association with work, capable authorities and team support are emphasized in all the three sectors. However for better task understanding and for performance enhancement creation of operational relations and job attachment is also considered necessary by the respondents of textile and automobile industries. Thus Leadership empowered behavior does influence performance dimensions of the individuals as well as the organization on the whole.

VI. CONCLUSION/RECOMMENDATIONS

Leadership empowered behavior does influence performance dimensions of the organizations. As depicted by the results that for performance dimension of association with work, team support and command at work are given due important in all the three manufacturing sectors. However this element can

be well enhanced if the higher authorities show more concern and give little more discretion in decision making then the middle managers will be more happy and willing to do work for which they feel themselves to be less bound and less answerable not only on their part but for their employees as well. If we consider the 'Psychological Theory on Human Behavior', then this fact will be evident that the more we trust on their abilities the better output they can come up with. Also the concept of Trust as illustrated by [29] "There is no single variable which so thoroughly influences interpersonal and group behavior as does trust." The individual's behavior, attitude, and commitment level are all elements that can psychologically impact the level of trust, which therefore can mesh with the levels of commitment and motivation, all of which affect the level of empowerment.

Another important performance factor that has been analyzed in this dissertation, illustrates the importance of Decision Making and Role Prescribed Performance by the middle managers in their organizations and its importance for the prosperity of Empowerment concept in that organization. Apart from its immense importance, the results depicts that in the selected organization, higher authorities are not willing to give decision power to their employees. It is for this attitude of higher authorities that their employees feel uneasy to take decisions on their own and to execute empowerment concept well in the organization.

From this dissertation we can conclude that by focusing on the above mentioned constructs of leadership empowerment behaviors authorities can gain better from their employees by encouraging participative decision making and by showing concern and dedication to them. Indeed; managers at the manufacturing organizations can improve trust by communicating more with employees. Creating an organizational culture of empowerment can influence employees' abilities to become more involved in their work and will increase their autonomy. Like for enhancing the organizational culture of empowerment can include encouraging participative decision making, sharing information, working closely together in a team environment, and showing concern for employees. Successful implementation of empowerment in an organization depends on managers' efforts. When empowerment is established, managers can use their time more efficiently for strategic planning rather than monitoring employees.

VII. LIMITATIONS

Due to the absence of large organizations in the home city many hindrances encountered with the collection of data from different cities including travelling cost, response rate, time lag and feasibility of visiting required cities. Due to economic slump and other natural calamities, gap in demand and supply and purchasing power has widened which effected many manufacturing plants to cut down their production so there were fewer respondents available which might affect the intensification of the result. Another limitation is that in some

of the organizations where employees were having low levels of empowerment or leadership attributes were less likely to participate in the study. There was also a fear that this survey is somehow linked to their organization which hindered stating negative opinions so this could impact the strength of survey result. Another limitation is that there were significantly reduced specialist personnel present on site. Also the cultural change element, regarded by many observers as a crucial component of empowerment was deficient.

VIII. MANAGERIAL SUGGESTIONS

With this research apprehension of management towards empowerment concept should be surmounted. There is a need to instruct the employees for the execution of empowerment by their managers. Also there is a need to educate the employees the meaning of empowerment for the well implementation and sustain of it. Element of trust needed to be fostered in the organizations also appreciation of employees should be vigilant by their supervisors. Decision power should be given to the employees to a substantial extent. Observation suggests that basic accountability practices might need to be developed before introducing more advanced practices related to empowerment. In terms of developing and sustaining empowerment, process improvement, measurement, feedback should be organized.

IX. FUTURE APPROUCH

Future research can be directed towards the validation of this research by using the original scales as applied in this study. Also future studies can examine other antecedents or consequences to see whether any other variables can better explain the concept of employee empowerment and its impact on individual performance. Longitudinal research might indicate the differences in empowerment practices in accordance with the economic patterns or adoption of their new managerial practices. Such findings may lead to more cause-and-effect relationships with respect to empowerment.

REFERENCE

- [1] Adrian, W. (1998), "Empowerment: theory and practice", *Personnel Review*, Vol. 27, pp. 40-56.
- [2] Applebaum, S.H., Hebert, D. and Leroux, S. (1999), "Empowerment: power, culture and leadership – a strategy or fad for the millennium?", *Journal of Workplace Learning: Employee Counselling Today*, Vol. 11 No. 7, pp. 233-54.
- [3] Arnold, J. A., Arad, S., Rhoades, J. A. & Drasgow, F. (2000), "The Empowering Leadership Questionnaire: The construction and validation of a new scale for measuring leader behaviors", *Journal of Organizational Behavior*, Vol. 21, pp. 249-269
- [4] Babson, S. (1997), "When Empowerment" Means "Exploitation", *WorkingUSA*, Vol. 1 pp. 69-76. doi: 10.1111/j.1743-4580.1997.tb00008.x
- [5] Beach, A.J. (1996), "Empowerment to the people: creating an atmosphere for growth", *Empowerment in Organizations*, Vol. 4 No. 1, pp. 29-33.
- [6] Block, P. (1987), "The Empowered Manager: Positive Political Skills at Work", San Francisco, Jossey-Bass.
- [7] Boren, R. (1994), "Don't Delegate – Empower", *Supervisory Management*, Vol. 39, pp. 10.

- [8] Bowen, D. & Lawler III, E. E. (1992), "The Empowerment of Service Workers: What, Why, How and When", *Sloan Management Review*, pp. 31-39.
- [9] Bowen, D. E. & Lawler III, E. E. (1995), "Empowering service employees", *Sloan Management Review*.
- [10] Bragg, T. (2000), "How to reward and inspire your team", *IIE Solutions*, Vol. 23, pp. 38-40.
- [11] Brower, M.F. (1995), "Empowering teams: what, why, and how", *Empowerment in Organizations*, Vol. 3 No. 1, pp. 13-25.
- [12] Carl A. Rodrigues, (1994), "Employee Participation and Empowerment Programs: Problems of Definition and Implementation", *Empowerment in Organizations*, Vol. 2 Iss: 2, pp.29 - 40
- [13] Caudron, S. (1995), "Create an empowering environment", *Personal Journal*, Vol. 74, pp. 28-36.
- [14] Chiles, A. M. & Zorn, T. E. (1995), "Empowerment in organizations: Employees' perceptions of the influences on empowerment", *Journal of Applied Communication Research*, Vol. 23, pp. 1-25.
- [15] Chris Argyris (1998), "Empowerment : The Emperor's New Clothes", *Harvard Business Review*.
- [16] Cohen, S. G. & Bailey, D. E. (1997), "What makes teams work: Group effectiveness research from the shop floor to the executive suite", *Journal of Management*, Vol. 23, pp.239-290.
- [17] Conger, J. A. & Kanungo, R. N. (1988), "The empowerment process: Integrating theory and practice", *Academy of Management Review*, Vol. 13, pp.471-482.
- [18] Conrad Lashley, (1999), "Employee empowerment in services: a framework for analysis", *Personnel Review*, Vol. 28 Iss: 3, pp.169 - 191
- [19] Cook, S. (1994), "The cultural implications of empowerment", *Empowerment in Organizations*, Vol. 2 No. 1, pp. 9-13.
- [20] Cunningham, I., Hyman, J. & Baldry, C. (1996), "Empowerment: the power to do what?", *Industrial Relations Journal*, Vol. 27, pp. 143-54.
- [21] Dickmeyer, M. & Williams, B. (1995), "Gordon Gecko versus Tom Sawyer: Catalytic Empowerment techniques", *Empowerment in Organizations*, Vol 3, pp. 32-39.
- [22] David Collins, (1999), "Born to fail? Empowerment, ambiguity and set overlap", *Personnel Review*, Vol. 28 Iss: 3, pp 208 - 22
- [23] David G. Serfass & , Ryne A. Sherman (2013), "Personality and perceptions of situations from the Thematic Apperception Test", *Journal of Research in Personality* Vol. 47, pp. 708–718
- [24] Dickmeyer, M. and Williams, B. (1995), "Gordon Gecko versus Tom Sawyer: catalytic empowerment techniques", *Empowerment in Organizations*, Vol. 3 No. 1, pp. 32-9.
- [25] Erstad, M. (1997), "Empowerment and organizational change", *International Journal of Contemporary Hospitality Management*, Vol. 9, pp. 325-333.
- [26] Ford, R. C. & Fottler, M. D. (1995), "Empowerment: A Matter of Degree" *Academy of Management Executive*, pp. 21-28.
- [27] Fragoso, H. (2000), "An overview of employee empowerment; do.s and dont.s", Retrieved September 15, 2005, from www.iusb.edu/~journal/2001/fragoso.html Freedman, D.H. (1998, April). *Corps values. Inc.*, pp. 54-66.
- [28] Goddard, L., & Brown, D. (1995), *The turbo charged company*. New York: York.
- [29] Golembiewski, R. T. & Mcconkie, M. (1975), "The Centrality of Interpersonal Trust in Group Process" In *Theories of Group Processes*, London: John Wiley & Sons, pp. 131-185.
- [30] Greasley, K., Bryman, A., Dainty, A., Price, A., Soetanto, R. & King, N. (2005), "Employee Perceptions of Empowerment", *Employee Relations*, Vol. 27, pp. 354-368.
- [31] Gserfass, D. & Sherman, R. A. (2013), "Personality and perception of situations from the thematic apperception test research in personality", pp. 47.
- [32] Harari, O. (1993), "Stop Empowering Your People", *Management Review*.
- [33] Iaffaldano, M. T. & Muchinsky, P. M. (1985), "Job Satisfaction and Job Performance: A Meta-Analysis", *American Physiological Association*, Vol. 97, pp. 251-273.
- [34] Janasz, S. C. D., Dowd, K. O. & Schneider, B. Z. (2002), *Interpersonal Skills in Organizations*", McGraw-Hill Higher Education.
- [35] Jones, P., Palmer, J., Whitehead, D. and Osterweil, C. (1996), "Performance through people", *Empowerment in Organizations*, Vol. 4 No. 4, pp. 23-7.
- [36] Johnson, R. D. & Thurston, E. K. (1997), "Achieving empowerment using the Empowerment Strategy Grid", *Leadership & Organization Development Journal*, Vol. 18, pp. 64-73.
- [37] Kanter, R. M. (1979), "Power Failure in Management Circuits", *Harvard Business Review*, Vol. 57, pp. 65-75.
- [38] Ketchum L.D. & Trist E. (1992), "All Teams Are Not Created Equal: How Employee Empowerment Really Works", Sage, Newbury Park, and CA. 106
- [39] Keller, T. & Dansereau, F. (1995), "Leadership and Empowerment: A Social Exchange Perspective", *Human Relations*, Vol. 48, pp. 127-146.
- [40] Kirkman, B. L., Rosen, B., Tesluk, P. E. & Gibson, C. B. (2004), "The impact of team empowerment on virtual teamperformance: The moderating role of face-to-face interaction", *Academy of Management Journal* Vol. 47, pp. 175-192.
- [41] Klakovich, M. D. (1995), "Development and psychometric evaluation of the reciprocal empowerment scale", *Journal of nursing measurement*, Vol. 3, pp. 127-43.
- [42] Koberg, C.S., Boss, R.W., Senjem, J.C., and Goodman, E.A. (1999), "Antecedents and outcomes of empowerment", *Group & Organization Management*, Vol. 24 No. 1, pp. 71-92.
- [43] Lawler, E. E. (1986), "High-Involvement Management: Participative Strategies for Improving Organizational Performance", Jossey-Bass, San Francisco.
- [44] Lawler III, E. E., Mohrman, S. A. & Ledford, G. E. (1992), "Employee Involvement and Total Quality Management: Practices and Results in Fortune 1000 companies", San Francisco, Jossey-Bass
- [45] Macy, B. A., Peterson, M. F. & Norton, L. W. (1989), "A test of participation theory in a work re-design field setting: Degree of participation and comparison site contrasts", *Human Relations*, Vol. 42, pp. 1095-1165.
- [46] Manz, C. C. (1990), "Beyond self-managing work teams: Toward self-leading teams in the work- place", In R. Woodman & W. Pasmore (Eds.), *Research in organizational change and development*, vol. 4: pp. 273-299. Greenwich, CT: JAI Press.
- [47] Marchington, M., Wilkinson, A., Ackers, P., & Goodman, J. (1994), "Understanding the meaning of participation: views from the workplace", *Human Relations*, Vol. 47(8), pp. 867–893.
- [48] Margulies, J. S. & Kleiner, B. H. (1995), "Newdesigns of work groups: applications of empowerment. *Empowerment in Organizations*", Vol. 3, pp. 12-18.
- [49] Mcallister, D. J. (1995), "Affect- and Cognition-Based Trust as Foundations for Interpersonal Cooperation in Organizations", *The Academy of Management Journal*, Vol. 38, pp. 24-59.
- [50] Menon, S. T. (2001), "Employee Empowerment: An Integrative Psychological Approach", *Applied Psychology: An International Review*, Vol. 50, pp. 153-180.
- [51] Mullins, L.J. and Peacock, A. (1991), "Managing through people: regulating the employment relationship", *Administrator*, December, pp. 45-55.
- [52] Murray, H. A. (1938), "Explorations in Personality", Oxford, England: Oxford University Press.
- [53] Nicholls, J. (1995), "Getting empowerment into perspective: a three stage training framework", *Empowerment in Organizations*, Vol. 3 No. 2, pp. 6-11.
- [54] Nykodym, N., Simonetti, J.L., Warren, R.N. and Welling, B. (1994), "Employee empowerment", *Empowerment in Organisations*, Vol. 2 No. 4, pp. 45-55.
- [55] Pastor, J. (1996), "Empowerment: what it is and what it is not", *Empowerment in Organizations*, Vol. 4, pp. 5-7.

- [56] Pearce, C. L., Sims, H. P., JR., Cox, J. F., Ball, G., Schnell, E., Smith, K. A. & Trevino, L. (2003), "Transistors, transformers and beyond: A multi method development of a theoretical typology of leadership" *The Journal of Management Development*, Vol. 22, pp.273-308.
- [57] Porter, L., Steers, R., Mowday, R., & Boulian, P. (1974), "Organizational commitment, job satisfaction, and turnover among psychiatric technicians", *Journal of Applied Psychology*, Vol. 59, pp. 603-609.
- [58] Psoinos, A. & Smithson, S. (2002), "Employee empowerment in manufacturing: a study of organizations in the UK", *New Technology, Work and Employment*, Vol. 17, pp. 132-48.
- [59] Quinn, R. E. & Spreitzer, G. M. (1997), "The Road to Empowerment: Seven Questions Every Leader Should Consider", *Organizational Dynamics*, Vol. 26, pp.37-49.
- [60] Randolph, W. A. (1995), "Navigating the journey to empowerment", *Organizational Dynamics*, Vol. 23, pp. 19-23.
- [61] Rauthmann, J. F. (2012), "You Say the Party is Dull, I Say It is Lively: A Componential Approach to How Situations Are Perceived to Disentangle Perceiver, Situation, and Perceiver x Situation Variance", *Social Psychological and Personality Science*, Vol. 3, pp. 519– 528.
- [62] Rosenthal, P., Hill, S. & Peccei, R. (1997), "Checking out service: evaluating excellence, HRM, and TQM in retailing", *Work, Employment and Society*, Vol. 11, pp. 481-503.
- [63] Sherman, R. A., Nave, C. N. & Funder, D. C. (2010), "Situational similarity and personality predict behavioral consistency", *Journal of Personality and Social Psychology*, Vol. 99, pp. 330- 343.
- [64] Simmons, M. (1995), "Building an inclusive organization", *Empowerment in Organizations*, Vol. 3 No. 3, pp. 11-18.
- [65] Spreitzer, G. M. (1995), "Psychological Empowerment in the Workplace: Dimensions, Measurement and Validation", *Academy of Management Journal*, Vol. 38, pp. 1442-1465.
- [66] Spreitzer, G. M. (1996), "Social Structural Characteristics of Psychological Empowerment", *Academy of Management Journal*, Vol. 39, pp. 483- 504.
- [67] Spreitzer, G.M. and D. Doneson, (2005), "Forthcoming. Musings on the Past and Future of Employee Empowerment", In T. Cummings (ed.), *Handbook of Organizational Development*. Thousand Oaks, CA: Sage.
- [68] Spreitzer, G.M., Kizilos, M. A., & Nason, S.W. (1997), "A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction and strain", *Journal of Management*, Vol. 23 pp. 679-704.
- [69] Thomas, K. W. & Velthouse, B. A. (1990), "Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation", *Academy of Management Review*, Vol. 15, pp. 666.
- [70] Wagerman, S.A., & Funder, D.C. (2009), "Personality psychology of situations", In P.J. Corr and G. Matthews (Eds.), *Cambridge Handbook of Personality* (pp. 27-42). Cambridge: Cambridge University Press.
- [71] Wilkinson, Adrian, Graham Godfrey, and Mick Marchington (1997), "Bouquets, Brickbats and Blinkers: Total Quality Management and Employee Involvement in Practice." *Organization Studies* Vol. no. 18 (5), pp. 799-819.
- [72] Zimmerman, M. A. (1990), "Taking Aim on Empowerment Research: On the Distinction between Individual and Psychological Conceptions", *American Journal of Community Psychology*, Vol. 18, pp. 169-177.

projects at Aga Khan University Karachi, Pakistan. I did specialized diploma in Hospital Management from Pakistan Institute of Modern Sciences. Completed BBA & MBA(MS) and Business Project and Research from Bahauddin Zakariya University Multan, Pakistan. Also I am looking forward to enroll myself in doctorate program. My recent publication is "Influence of Leadership Empowerment Behavior on Organizational Performance", lead Supervisor Dr. Hayat Muhammad Awan, Ex Director Bahauddin Zakariya University, Multan. Published in *Common Ground Journal* Led by On The Organization Knowledge Community, USA. Presented at Oxford University, UK. Currelntly I am looking forward to follow on my phd research on the emerging concepts of leadership and to embellish its benefits for the society on a global perspective. MS Scholar Institute of Management Sciences, Bahauddin Zakariya University, Multan, Punjab, Pakistan. Lecturer at AIR University Multan Campus, Email : sadaftalia@yahoo.com, Contact: 03326081151.

Dr. Hayat M. Awan (Supervisor) Dean/Faculty AIR University Multan Campus, Main Campus Islamabad, Pakistan. Ex- Director of Institute of Management Sciences, Bahauddin Zakariya University, Multan, Punjab, Pakistan. Recognized research supervisor by Higher Education Commission of Pakistan. Email : drhayat@au.edu.pk, Contact: 03008634275.

Sadaf Tallia (Main Author) born in Pakistan on 25th of April, 1986. I did Bachelors in Business Administration with majors in Organizational Behavior, International Finance, Money & Banking, Analysis of Financial Statements (2009) from Institute of Management Sciences, Bahauddin Zakariya University Multan, Pakistan & Masters in Business Administration with majors in Total Quality Management & Marketing Management (2011) along with Business Project & Research from the same institute.

Currently, im serving as a Visiting Lecturer in AIR University Multan Campus, Pakistan. Also, I served as Visiting Lecturer and managed the responsibilities of Assistant Research Coordinator in Bahauddin Zakariya University Multan, Pakistan. I remained indulge as a Volunteer in social welfare programs and exploited my energies in welfare and developmental