

Impact of Employee Empowerment on Organizational Performance with Mediating Role of Organizational Commitment. An Empirical study of Telecommunication Sector of Pakistan

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Abstract

The study was conducted to observe an impact of employee's empowerment on organizational performance with mediating role of organizational commitment. The aim of this study was to measure the impact of empowerment through psychological and structural empowerment on organizational performance. Research study was conducted based on deductive approach to follow Kanter theory of power. the study was conducted on telecom sector of Pakistan where a survey questionnaire of 300 in numbers through convenience sampling were distributed to collect the response. Out of those 300, 262 were found significant which were included for data collection. Correlation among constructs were significant in nature. The empowerment indicators both structural and psychological were making significant impact through regression analysis on organizational performance. Mediation was analyzed through Barren and Kenny approach where partial mediation was observed. The study had provided practical implications to understand the importance of both psychological and structural empowerment for the better outcome of the overall performance of the firm.

Keywords: Psychological Empowerment, Structural Empowerment, Organizational Commitment, Organizational Performance, Kanter theory of Power

Introduction

The concept of globalization has made rapid change in structures and operating procedures for different organizations running their businesses in different parts of the world (Aragón-Correa, García-Morales, & Córdón-Pozo, 2007). Different class of audience prefer different modes of operating principles from organization which must be met to achieve distinctiveness in the market. Organizations are now days continuously looking to transform their activities through incorporation of different ways to improve their performance (Keskin, 2006). Enhancing the performance of firm is a complex phenomenon which require multiple dynamics from both sides of the coin. In other words, both internal and external factors are an important consideration for the firm to look upon and implement to change the dynamics of the organization (Noruzi, Dalfard, & Azhdari, 2013). Previous studies had emphasized on the critical factors that includes motivation of employees, empowerment of employees through different drivers, development of different training methods for employees which enhance the development procedures for the firm. Different methods for learning new avenues of innovation are an important consideration for organization as a whole (Mathieu & Taylor, 2006). Other indicators might include continuous

learning, transformational leadership, and organizational commitment to achieve distinctiveness in the form of high performance in the market shall be of prime contemplation for any organization (Maynard, Luciano, D'Innocenzo, & Dean, 2014).

Employees as discussed in the above developed argument are an important asset of any organization to not only excel but to find out new methods, which can be implemented to enhance the productivity. For this purpose, it is important for the organization to motivate their employees to achieve more and more (Seibert, Silver, & Randolph, 2004). Employees expect a lot from their organization in the form of different outputs. Sometimes they seek benefits to perform better and sometimes only motivated gesture will work out to perform better. Empowering employees is an important driver which enable an organization to walk independently in the market (D'innocenzo, Luciano, Matheiu, & Maynard, 2015).

Those organizations which primarily focused to provide freedom for their employees shall seek benefits in the form of high, performance, dedicated employees and achieved short term and long-term objectives. Moreover, empowerment can be of two major types psychological and structural which is governed by different organizations according to the type of structure they have internally. Furthermore, commitment is an important construct to be highlighted for this research study (Spreitzer, 2007). Organizations must endorse the element of commitment for continuous performance of their employees in different domains. Performance of any organization is solely dependent on the type of environment they have internally. Those organizations who endorse strong sense of commitment through empowerment of their employees in different tasks shall enjoy high performance ratio in the form of high achievements of goals (Thomas & Velthouse, 1990).

Companies are continuously focusing to endorse such practices which enhance the psychological empowerment of employees to perform better and participate in different management practices. Psychological empowerment contributes in many ways as it enhances the satisfaction and loyalty among employees (Mainiero, 1986). These two factors when implemented in any employee the organization will then enjoy commitment in the form of sheer dedication and commitment to achieve their desired goals and objectives (Conger & Kanungo, 1988). Furthermore, research have evidenced the importance of psychologically empowered employees have high organizational commitment and career satisfaction as they are highly concentrated, motivated and focused towards their goals and objective which in turn shall enhance the performance of overall organization (Joo & Lim, 2013). The research study was incorporated to study an impact of empowerment of employees on overall organizational performance. Structural empowerment was studied in context of competence of employees, their ability to gather different sources of information and implement it accordingly. Their ability to utilize their available resources effectively can enhance the performance. Moreover, author had clearly stated in the body of limitations that psychological empowerment must be observed along with structural empowerment to observe an individual impact of decentralized decision making on the behavior of employees to take initiatives accordingly (Joo & Jo, 2017).

The research study was primarily chosen with different parameters of psychological and structural empowerment to study an impact of empowerment on organizational performance through commitment which must be addressed as the key promotor to enhance the overall performance of

organization. The research study was conducted primarily in railway industry of Pakistan where organization had beard major problems regarding accomplishment of goals and objectives. Moreover, employee turnover ratio was increased in the past few years due to major drawbacks an organization was facing before privatization. So, the chosen framework had helped answered different questions through proposed constructs for this research study. The chosen research study was important from two major perspectives first the combination of both psychological and structural empowerment on organizational performance had executed significant outcome which can be an important element for theoretical implications to consider this variable at dimensional level. Organizational commitment is also an important contribution to endorse while any firm is going for high performance. Secondly, an organization should consider a combination of both dimensions to achieve high performance. Moreover, the importance of organizational commitment cannot be neglected as any employee no matter how empowered he is or is given authority cannot achieve distinctiveness unless and until he is committed to perform distinctively.

To address these uncertain findings and identified challenges, we apply social learning hypothesis (Bandura, 2001) to build up a novel method for empowering of employees. Vicarious adapting, likewise alluded to as vicarious experience and demonstrating (Manz & Sims, 1981) happens as a central individual comes to see how specific activities and their outcomes are translated. Data increased about the experience of others is connected to one's own future social choices (Manz & Sims, 1981) as summed up view of adapting capacities in comparable circumstances are framed (Bandura 2001), occasionally notwithstanding abrogating the effect of direct understanding.

Applying social learning hypothesis to empowering, it might be that representatives will show following the perception of another person acting in a way that demonstrates control has been imparted to them. That is, a worker who watches a chief exhibiting self-ruling and practical conduct may then gain from such conduct, and compatibly take part in such practices him or herself.

Kanter Power of theory as proposed by Kanter in had significantly argued about the empowerment of employees is an important observation in any organization to perform efficiently. Any employee who is given power to take decisions and is given enough resources to manage the gathered information has performed in an effective manner as compared to those organization where employees have to follow strict rules for conveying their thoughts (Kanter, 1989). They were also given little autonomy to express their thoughts in an on-going project. This expression is not favorable rather it restricts an organization to achieve its desired goals and objectives.

Literature Review

Psychological Empowerment and Organizational Performance

Empowerment of employees is an important practice which is now considered by every organization to retain their employees for longer span of time (Baird & Wang, 2010). It is also an important consideration from research point of view to look upon several ways for incorporating different avenues which enhance the productivity at both organizational and at individual level (Conger & Kanungo, 1988). With change in the societal and global level, the preferences and choices of different organizations to operate in the society changes due to global competition, greater innovation and higher

creativity have changed the preferences of employees to work in the organization (Joo & Jo, 2017). Those organizations who have autocratic culture with centralized decision making are now a days losing their most of the employees and customers for not retaining their quality. So, to maintain the pace in this competitive environment where acquaintance employees are prevalent and firms are espousing regionalized and flat organizational structures (Anderson, Potočnik, & Zhou, 2014)

Previously, organizations were more declined towards centralized decision making and autocratic environment, but with passage of time as more integrated the activities were aligned the more awareness was given among organizations to retain their employees as they are an important asset for organizations to perform distinctively (Conger, 2017). Empowerment is known as the distribution of power among employees in decision making. It is more linked with decentralized decision making which enable an employee to recognize his importance in an organization (Newman, Schwarz, Cooper, & Sendjaya, 2017). Moreover, the performance of employees shall decide an overall performance of an organization. Therefore, sheer commitment and dedication by endorsing such drivers which enhance their competence to perform better, enable them to determine self-worth among different subordinates (Sumpter, Gibson, & Porath, 2017).

Most importantly, as discussed by different researchers that empowerment in turn can enhance the performance through strong communication channels which were not present at the time of autocratic cultures where every employee must follow proper hierarchy to contribute in decision making platforms (Yi, Wei, Ren, & Di, 2015). But in this framework, it allows an organization to treat their employees as partners and is the prime source of development of intrinsic motivation among employees. Psychologically empowered employees are equipped with intrinsic motivation to take independent charge of their jobs to drive things independently through self-determination and self-efficacy (Amundsen & Martinsen, 2015). As Spreitzer (1995) designates, "characteristic assignment inspiration showed in an arrangement of four perceptions mirroring a person's introduction to his or her work job: skill, effect, which means, and self-assurance". These extents mirror a reasonable arrangement to a representative's work job (Thomas & Velthouse, 1990) Core self-assessments are identified with self-concordant accomplishments and peculiarity through inspiration, reliability and employment fulfillment. (Thomas & Velthouse, 1990) Core self-evaluations are related to self-concordant achievements and distinctiveness through motivation, loyalty and job satisfaction.

Furthermore, such environment will motivate the favor of intrinsic work goals rather than extrinsic which in turn shall favor the outcomes in the form of high performance in organization. Such initiatives may drive to tale positive decision making in different phases of job activities (Jaiswal & Dhar, 2016). Intrinsic motivation refers to "motivation that arises from the individual's positive reaction to qualities of the task itself; this reaction can be experienced as interest, involvement, curiosity, satisfaction, or positive challenge". Employees who are intrinsically motivated are more committed due to self-determination and motivation to perform independently (Newman et al, 2017).

Therefore, based on above developed argument it is hypothesized that:

H1: Psychological Empowerment relates in enhancing Organizational Performance.

Structural Empowerment and Organizational Performance

Research had emphasized the importance of empowerment which was discussed earlier in the above argument. Empowerment was initially discussed as two major forms which were psychologically and structurally (Conger & Kanungo, 1988). Different frameworks were designed to discuss an impact of structural empowerment on the overall performance of an organization (Avolio, Zhu, Koh, & Bhatia, 2004). Kanter theory of power which was initially discussed as the prime source of following for this research have incorporated structural power in organization to achieve its goals and objectives (Kanter, 1989).

Moreover, it was discussed by the author that social structures in the organization are also an important consideration to be considered which shape the attitude and behaviors of employees to work and achieve the organizational goals and objectives through sheer dedication and commitment (Kanter, 1977). Although personal characteristics and self-stimulated drivers are important and cannot be denied but on at the same time employees work place behavior is stimulated and motivated through socially and structured stimuli's. author had argued that situational circumstances may compel best job recital and lesser firm efficiency to produce as an output (Kanter, 1993). Access of knowledge and information, perceived support from subordinates, availability of resources and opportunity to excel are an important consideration from kanter's theory of power among employees which shape the structure and behavior of overall organization (Jr, 1979).

Opportunity can be defined as an extent to which different avenues of learning are open to organization to excel in different domains of advancements. Structural empowerment is an essential requirement along with psychological empowerment which aloe an employee to enjoy formal support and resources to complete task (Johnson & Szamosi, 2018). Moreover, availability of information is in turn is a blessing which must be shared among every employee to take decision accordingly. Empowering structures in different organizations must be facilitated by formal distribution of power among employees to take initiatives accordingly (Lee, Cheong, Kim, & Yun, 2017). Different nature of jobs which allow employee to be flexible shall enhance empowerment. Different informal initiatives in job including different kind of alliances with peers, seniors and subordinates enhance empowerment which was evidenced by Kanter to posit such features in organizations shall enhance overall performance (Shin & Konrad, 2017).

Employees are more conscious when they are given an authority to perform effectively in an organization and organizational goals are met only when employees were given an autonomy to take decisions on their own according to the given circumstances (Armstrong & Laschinger, 2006). Structural empowerment is related to number to factors which must be considered by an organization while they are encountering such transformation. It may include many outcomes related to job satisfaction, high job performance, trust among employees, increased organizational commitment which ultimately leads towards high organizational performance. Moreover, such factors on the other hand shall decrease the turnover ratio, and burnout among employees which are the major factors for low performance (Horwitz & Horwitz, 2017). For example, (Johnson & Hall, 1988) have anticipated and emphasized on social support in organization is a critical factor which can turn the position of organization because those employees who are in high strain can feel isolated in work environment may lead to high stress.

H2: Structural Empowerment relates in enhancing organizational Performance.***Psychological Empowerment and Organizational Commitment***

Psychological empowerment is a state of mind which refers to an extent of an employee who is in control of his tasks and given projects. Author categorized such state of mind through different elements which might include self-determination, impact, meaning and competence of an individual which serves as a fit between different requirements (Joo & Shim, 2010) and roles of individuals and their beliefs which is gained through self-efficacy and ability to govern the actions of an employee which were influenced through work outcomes in an organization. Psychological empowerment is in actual a perception about an organization and its work environment (Farzaneh, Farashah, & Kazemi., 2014). Those employees which are psychologically empowered are in actually more committed with procedures of organization in which they are working.

Research had evidenced in the light of literature that organizational commitment is an important outcome of psychological empowerment (Bani, Yasoureini, & Mesgarpour, 2014). Empowered employees are more motivated to achieve organizational goals and objectives through sheer commitment and dedication which is given in the form of authority and decision-making power during their tasks and projects to complete in stated span of time (Fong & Snape, 2015). This phenomenon shall enhance the overall performance of employees which shall increase the overall performance of organization. Delegation of responsibility from the supervisor is an important element which makes an employee empowered to make decision regarding their tasks. This increases their loyalty and enhance organizational commitment (Macsinga, Sulea, & Dumitru, 2015). Commitment is related with intrinsic motivation which can be enhanced through incorporation of several elements such as meaning, self-determination, competence and impact. These drivers are an important stimulus towards job-satisfaction and are believed to be more committed towards organization (Islam, Khan, & Bukhari, 2015).

Therefore, it is hypothesized

H3: Psychological Empowerment relates with Organizational Commitment.***Structural Empowerment and Organizational Commitment***

Structural empowerment also known as basic strengthening likewise alluded to as social strengthening (Hatcher & Laschinger, 1996) views empowering as a basic property of an association prove by administration rehearses. This methodology customarily measures strengthening from the point of view of the administrative voting public doing the engaging, regularly with a solitary thing asking a member regardless of whether they have presented an enabling administration hone (Gilbert, Laschinger, & Leiter, 2010). Those concentrated on frameworks and practices have discovered that participative administration strengthening improving HR shall enhance commitment through data sharing efforts (Malik, Javed, & Hassan, 2017) are related with positive results in firms, including firm-level execution of different plans and activities for high organizational performance.

Second, other research has related empowering atmosphere (defined as shared impression of enabling hierarchical structures, strategies, and practices) with upgraded execution, fulfillment, and worker commitment (Yang, Liu, Chen, & Pan, 2014). Third, enabling initiative research centers around pioneers' immediate and deliberate connections with their subordinates, and their proactive endeavors to formally offer capacity to their subordinates (Hanaysha, 2016). At last, a fourth stream of research has discovered mental strengthening (Maynard et al. 2014; Spreitzer 1995), defined as a mental state comprising of four encounters: which means, skill, self-assurance, and effect, to anticipate singular occupation execution, authoritative responsibility, client introduction, and employment fulfillment which shall enhance the commitment of employees with organization to initiate their work independently for achieving higher performance (Seibert et al. 2011).

H4: Structural Empowerment relates with organizational commitment.

Organizational Commitment and Organizational Performance

Even though ways to deal with the meaning of authoritative responsibility may change, certain patterns are clear. Specifically, a significant number of these definitions center around responsibility related practices. For instance, when we discuss somebody getting to be "bound by his activities" or "practices that surpass formal as well as regulating desires," (Yousef, 2000) we are in actuality concentrating on obvious signs of duty. Such practices speak to sunk expenses in the association where people swear off elective approaches and connection themselves to the association (yang et al, 2014). Organizational commitment is basically comprised of three major kinds which are normative, continuous and affective commitment. The nature of this study is focused to see the overall performance of the firm. Therefore, organizational commitment is based on the collective measure of these three categories.

Organizational commitment has three major components that includes identification, belief and loyalty which must be endorsed among employees in order to achieve high performance (Yousaf, 2000). Empowerment despite of having strong importance is directly linked with commitment as more the employee is given autonomy to take decisions more he will be committed and dedicated with his tasks and achieve them timely (Joo & Shim, 2010). This factor shall contribute directly to enhance the importance of employee which in turn shall increase overall performance of organization in the market (Chen, 2014)

H5: Organizational Commitment relates with organizational Performance.

Mediating Role of Organizational Commitment

Empowerment can fall flat if administrators enable just in foremost, yet not in real life. For instance, it is important for directors to give up power over representatives' day by day exercises, and give satisfactory assets to workers with the goal that enabling does not simply mean moving a weight of obligation (Spreitzer & Doneson, 2005). Commitment is an important indicator which enhance the overall performance of employee in organization. This mirrors speculating by who presumed that there can be dangers associated with those employees who are not committed enough to pursue their goals and objectives shall suffer from many drawbacks (Hardy & Leiba-O'Sullivan, 1998). Such symbolic assignment of power, without access to essential data and assets, can result in specialist abuse. So,

commitment is an essential factor for employees to drive their motivation in the form of practical achievements through decision making power they were given from top management (Sumpter, Gibson, & Porath, 2016).

To begin with, self-rule is a feeling of having decision in activities and choices about one's own particular work exercises free from administrative control, for example, work techniques or pace (Cheng, 2014). A worker who watches a boss exhibiting the ability to act with self-rule settling on one's own choices, not looking for endorsement from upper administration, and working without the points of confinement of excessively lumbering bureaucratic controls (Choi, Tran, & Park, 2015) will probably settle on self-ruling choices and make free move themselves, as this conduct is viewed as standardizing. Independent activity may result from practices, for example, participative basic leadership and representative association (Gillet & Vandenberghe, 2014) however isn't synonymous with these practices, on the grounds that self-sufficient conduct envelops something other than basic leadership or the arrangement of recommendations and exhortation to administration.

Association with work execution. Since a definitive reason to examine psychological empowerment is to enhance work execution. As of now, the outcomes about how psychological empowerment influences work execution were not reliable (Sun, 2016). For instance, (Liden, Wayne, & Sparrowe, 2000) utilized four-dimensional structure of psychological empowerment scale created by Spreitzer to contemplate how the four measurements influence work execution, and found that self-adequacy has a noteworthy positive effect on work execution.

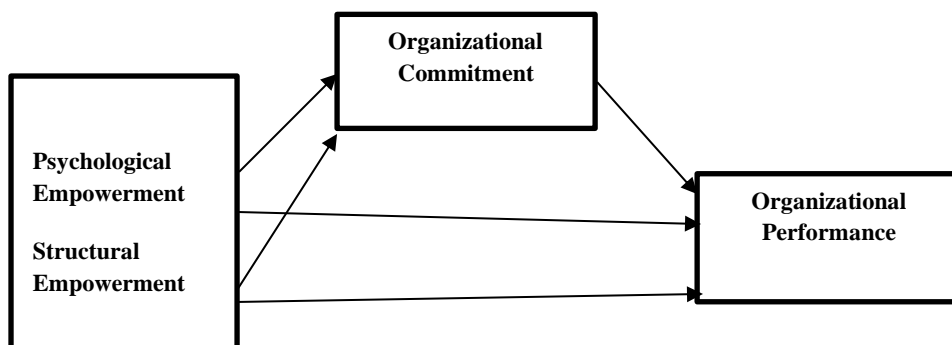
Employee creativity, defined as the age of novel and valuable thoughts is basic to hierarchical survival and viability. For structural empowerment there has been expanding research enthusiasm for looking at what pioneers may do to energize the generation of inventive results in the form of high performance through sheer commitment (Anderson, Potočnik, & Zhou, 2014). For pioneers of groups, specifically, this can display an uncommon test. From one viewpoint, thoughts are at last presented by people, and henceforth, it is valuable for pioneers to build up people's learning and abilities required for innovativeness (Dong, Bartol, Zhang, & Li, 2016). Then again, related research proposes that group inventiveness is more than the aggregate of its individual parts and requires the trading of learning among colleagues. Stressing advancing people's improvement (Dvir, Eden, Avolio, & Shamir, 2002) while empowering aggregate commitment (Eisenbeiss, Knippenberg, & Boerner, 2008), transformational administration (TFL) is especially appropriate to set in movement fitting procedures at both the individual and group levels to deal with this double test.

H6: Organizational Commitment positively mediates a relationship between psychological empowerment and organizational Performance.

H7: Organizational Commitment positively mediates a relationship between structural empowerment and organizational performance.

Theoretical Framework

Figure 1



Methodology

Research study was followed by positivist stance to pursue quantitative analysis for valuable output. Deductive approach was implemented following social learning theory and Kanter theory of power to significantly observe an impact of proposed constructs for this research study. Non-probability sampling following convenient sampling technique was used to draw potential sample from the chosen population of this research study. Out of potential sample drawn a total of 300 closed ended questionnaires were distributed among employees of different telecom organizations situated in Rawalpindi, Karachi, Lahore and Islamabad. Out of 300 questionnaires 262 were found significant. Survey design was used for this research study. Study was cross-sectional in nature and data was collected at one point of time and from multiple respondents for this research study. Structural empowerment was measured using five-point Likert scale adapted from (Horwitz, 2017). Psychological empowerment was measured using five-point Likert scale based on 12 items adapted from (Jaiswal, 2016) based on its four potential dimensions. Organizational commitment was measured using 6 items adapted from (Jaiswal, 2016) and organizational performance was measured using five-point Likert scale based on 4 items adapted from (Noruzy, 2012). Gathered questionnaires were used to analyze the results through alpha values, correlation analysis and mediated regression for this research study.

Results*Reliability***Table 1**

LEVEL	ALPHA VALUE	NO. OF ITEMS
Psychological Empowerment	0.77	12
Structural Empowerment	0.84	19
Organizational Commitment	0.79	6
Organizational Performance	0.74	4

The table had shown significant values of alpha for every variable used for this research study.

*Descriptive***Table 2**

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Psychological Emp	262	1.00	5.00	4.8920	1.17736
Structural Emp	262	1.00	5.00	4.8373	1.32405
Organizational Commt	262	1.00	5.00	4.8199	1.28666
Organizational Perf	262	1.00	5.00	4.6647	1.26131
Valid N (listwise)	262				

Descriptive was used to analyze the overall response rate with mean values and standard deviations on five-point Likert scale for this research study.

*Frequency***Table 3**

Measures	Items	Frequency	Percentage
Age	18-24	157	74
	25-34	69	26
	35-44	36	13
Gender	Male	139	65
	Female	123	46

Marital Status	Unmarried	90	34
	Married	172	81

Different individuals having different age groups, and demographics had participated to provide valuable feedbacks. Out of potential sample of 262 individuals 157 respondents were falling in the age group of 18-24 with frequency of 157 and percentage of 74. 25-34 were those having frequency of 69 and percentage of 26. 36 were those candidates who were falling in the age of 35-44. Moreover, 139 were males and 123 were females who were working in different organizations. 90 were unmarried and 172 were married with valid percentage of 34 and 81

Correlation

Table 4

	Psy.Emp	Str.Emp	Org.Comm	Org.Perf
Psy.Emp	1			
Str.Emp	0.54**	1		
Org.Comm	0.63**	0.74**	1	
Org.Perf	0.58**	0.64**	0.51**	1

Correlation was used to observe an association among chosen variables. Performance indicators of employee empowerment were both having strong and positive association of (r=0.58**) and (r=0.64**) with organizational performance. A positive and strong association of (r=0.63**) was observed in between psychological empowerment and organizational commitment. Structural empowerment was observed to have the strongest association of (r=0.74**) with organizational commitment. Organizational commitment was observed to have moderate relationship of (r=0.51**).

Regression

Table 5

Step 1	Org.Commitment			Org.Perf		
	B	t	R²	B	t	R²
Psy. Emp	.88*	20.9	.68	.81*	17.8	.59
Str.Emp	.79*	17.1	.54	.94*	21.7	.71
Step 2						
Org.Commitment				.69*	14.3	.48

Step 3

Org.Commitment	.33*	3.7	
Psy.Emp	.54*	7.2	.58
Org.Commitment	.36*	4.2	.66
Str.Emp	.74*	16.6	

(Step 1 I.V- D.V)

- a. Dependent Variable: Organizational Performance= O.P
N=262, *P<0.05, **P<0.01
- b. Predictors: Psychological Empowerment= psy.Emp, Structural Empowerment= Str.Emp
(Step 2 I.V- M.V)
- c. Dependent Variable: Organizational Commitment= Org.Commitment
N=262, *P<0.05, **P<0.01
- d. Predictors: Psychological Empowerment= Psy.Emp, Structural Empowerment= Str.Emp

Step 3 Mediation

- a. Dependent Variable: Organizational Performance= Org.Perf
- b. predictors: Organizational Commitment=Org.Commitment
- c. predictors: Organizational Commitment= Org.Commitment, Psychological Empowerment=Psy.Emp, Structural Empowerment= Str.Emp N=262, *P<0.05, **P<0.01

Regression was analyzed to observe an impact of independent variables on organizational performance. Mediation was analyzed using Barren and Kenny technique in four major steps. First step was performed to see an impact of psychological empowerment on organizational performance and a positive impact of .81* with t value of 17.8 was observed for this research study. An overall change of .59 was observed for this research. Thus, accepting H1 for this research study. Structural empowerment was also observed to be significant with positive beta value of .94* with t value of 21.6 indicating a highly significant response to accept H2 for this research study. Second step was analyzed to observe an impact of both predictors on organizational commitment. A significant impact of .88* and .79* was observed on organizational commitment accepting H3 and H4 for this research study. Third step was analyzed to see an impact of mediating variable on dependent. A significant impact .69* was observed with significant t value of 14.3 accepting H5 for this research study. Mediation was analyzed in fourth step where mediator was controlled in first step seeking an impact of independent variable. The values of predictors were dropped but were significant which indicates the presence of partial mediation thus H6 and H7 were partially accepted for this research study.

Discussion

As far as the study is concerned, this investigation is the primary examination to analyze the relationship between supporting strengthening as proposed by Kanter and the way of life of patient security utilizing an associate of Managers. Regardless of the wide acknowledgment of worker strengthening and duty in hierarchical research, the point of strengthening in telecom services specifically is scanty as specialists have as of late investigated the impacts of strengthening on authoritative results in human services settings (Armstrong & Laschinger, 2006). Research gap was

justified as the combination of both psychological and structural empowerment exert a positive and significant impact on performance of organization. Moreover, research objectives were successfully achieved, and questions were addressed respectively. Albeit a few ramifications can be drawn from the discoveries of this investigation (Jo, 2017). The results of this study supported all the hypotheses, indicating that employee empowerment and organizational commitment had significant impact on employees' performance. We found that empowering employees through performance indicators were a strong predictor not only for organizational performance (H1) and (H2) but also for organizational commitment (H3). The study was significant which empirically identified the positive association between performance indicators of empowerment, organizational commitment and organizational performance.

Leaders with authenticity exemplify positive moral and ethical values such as honesty, altruism, fairness, and accountability, all of which encourage followers to share the leader's values and beliefs. As Simons (2002) suggested, authenticity and integrity of leaders enhance their credibility and trustworthiness among subordinates. The more the subordinates trust leaders, the more they believe that psychological contracts with the leaders would not be violated. In addition, authentic leadership provides employees with opportunities to develop their potential capabilities and self-efficacy (Kirkman & Rosen, 1999). Findings of this study reveal that those employees who perceived less support from their supervisor lowered their commitment level towards the organization thus establishing that empowerment and organizational commitment are positively related thus supporting (H4) and (H5) for this research study. These findings are in line with those of previous studies (Baranik et al., 2010; Hochwarter et al., 2003) which assert that lower level of empowerment led employees to lower their commitment level towards the organization. The telecom industry of Karachi, Lahore, Rawalpindi and Islamabad are characterized by uncondusive environment such as unsupportive behavior by seniors, absence of training and development programs, no recognition and unstable working schedule (Kandasamy & Ancheri, 2009) which is an indicator of low organizational support and decreases commitment levels of employees resulting in poor quality services delivered (Sharma et al., 2015).

Recommendations

To begin with, representatives tended to be all the more mentally engaged, when they saw higher true initiative from their directors. This investigation found the positive connection between true administration and mental strengthening. That is, workers who saw their bosses as a credible pioneer (i.e., mindfulness, moral/moral, adjusted preparing, and straightforwardness) tended to see their employments as more mentally enabled (i.e., which meaning, competence, self-awareness, and impact). Second, representatives tended to be psychologically and structurally empowered, when they had higher center self-assessments. Center self-assessments (i.e., confidence, general self-adequacy, inside locus of control, and enthusiastic solidness) will be decidedly identified with mental strengthening (i.e., which means, skill, self-assurance, and effect). Individuals with high in confidence, and consequently they tend to evaluate basic occasions as a test decidedly and center around the positive parts of their employments (i.e., meaning). As recommended, the general population with abnormal state of self-viability tend to favor all the more difficult exercises (i.e., competence). So, organizations must develop situations to empower their employees at every hierarchical level so they

must communicate effectively. The more employees are confident to take decisions, the more an overall performance of the company will increase.

Managerial Implications

Management need to assemble trust, reinforce, and build up a superior comprehension of workers by giving them chance to take an interest in basic leadership so they feel all the more mentally enabled (Spreitzer, 1995), along these lines expanding administration quality to clients. Administrators can guarantee the conveyance of better-quality administration by understanding the requirements and mind of their workers and attempting cognizant endeavors to lead them, make them feel engaged and thought about, in this way expanding their dedication levels towards the association. By guaranteeing worker duty, supervisors can, all things considered, ensure conveyance of superb administrations. This investigation would enable experts to comprehend the noteworthiness of the forerunners considered, and their noteworthiness to the result, focusing on which, they can fuse honed that prompt more prominent responsibility of representatives, hence bringing about more noteworthy administration quality.

Limitations and Future Directions

The study besides provision of valuable insights has many limitations. First, the study was conducted on one sector only. Future studies must incorporate multiple industries for better understanding of theoretical foundation. Empowerment of employees was measured through both psychological and structural empowerment. Future research should study these performance indicators at dimensional level so that better understanding of constructs should be developed. Sample size was not very large. Future research should use random sampling with large sample size.

Conclusion

The research study has highlighted positive outcomes between different hierarchical levels of management in an organization. It features the significance of strengthening which is a vital supporter of upgrade duty among bosses and subordinates, self-sufficiency and opportunity to workers in playing out their occupations and support and direction from bosses in expanding responsibility levels of representatives which results in representatives conveying brilliant administration to clients. Lodging heads may utilize this examination as a manual for deal with their workforce in a way that expands benefit quality and adds to hierarchical development. Therefore, empowerment is an important predictor which not only enhance commitment but increases an overall performance of the organization.

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