

A RESEARCH AGENDA
FOR THE STUDY OF EMPOWERMENT IN
HOSPITALITY ORGANISATIONS

by

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I certify that this Thesis contains no material which has been accepted for the award or any other degree or diploma in any other institute, college or university, and that, to the best of my knowledge and belief, it contains no material previously published or written by any other person, except where due reference is made in the text of the thesis.

Signed.



on the *17th*.....day of *June*..... in the year.....*1999*.....

Abstract

Over the last decade, organisations such as ITT Sheraton, Novotel, Ritz-Carlton and Marriott, have used empowerment as a Human Resource strategy. Similarly, researchers have associated empowerment with a range of organisational outcomes. Sternberg (1992), for example, associated empowerment with customer satisfaction levels, employee efficiency, and employee morale, and Sparrowe (1994) hypothesised relationships between organisational culture, leader-member exchange, satisfaction with pay and promotion opportunities, and employee turnover intentions.

Despite its popularity, the term 'empowerment' is generally surrounded by debate and confusion. In some instances it is even held in contempt, when its espoused values are incongruent with the reality of what it does offer the organisation and the individual. This thesis seeks to develop a research agenda for hospitality, based on a tenable conceptual framework of empowerment to alleviate the confusion, promote consistency between research projects and improve the understanding of empowerment by hospitality managers working in industry.

In order to develop the research agenda, a sample of empowerment literature was analysed to identify concepts associated with empowerment and researchers' interpretations of empowerment. The results of a systematic literature review included that empowerment was associated with a number of concepts, but frequently with decision making, power and control; employee motivation; commitment and responsibility; greater levels of trust and information sharing within the organisation; rewards; and self-efficacy.

It was also found to be associated with organisational concepts such as organisational culture, total quality management, productivity and profitability. A generic, and validated, conceptual framework of empowerment was also identified, which was then used to develop the research agenda. The agenda focussed on validating a measurement instrument for empowerment, specifically for hospitality establishments; comparative research between sectors and divisions of the industry; and longitudinal research to identify the effects of empowerment programs in hospitality organisations.

Limitations of this thesis include the selection of literature for review and the reliance on a non-hospitality-based conceptualisation of empowerment, which is generic and applicable to the gamut of organisation types. Despite this, the research agenda provides clear direction for future researchers of empowerment in hospitality organisations. If undertaken, the research proposed will optimise the value of what is seemingly a commendable and appropriate management strategy for the hospitality industry.

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1.0 Introduction

1.1 Background to the research

Management in hospitality organisations is continually searching for new ways of delivering its product to optimise customer satisfaction levels and maximise its profitability. The issue of the inseparability of the hospitality employee from the hospitality product is one that management frequently seeks to address, often by autocratically introducing policies and procedures to standardise the product delivered to the customer. Contrary to this style of management is a participatory style of management, whereby employees are more regularly involved, to varying degrees, in the decision making processes throughout the organisation. Hospitality organisations, such as ITT Sheraton, Novotel, Ritz-Carlton and Marriott, espouse the values of this style of management and actively promote the concept within their organisations.

Brymer (1991: p.68) described this style of management as empowerment - 'a bottom up leadership philosophy' - whereby decision making is decentralised and frontline employees, in particular, are given discretion and autonomy to undertake their work. Compared to Brymer, other researchers (such as Block, 1987; Kanter, 1979,1983,1989; Conger and Kanungo, 1988; Thomas and Velthouse, 1990; Bowen and Lawler, 1992; Spreitzer, 1995; Menon, 1995; and Lashley, with Ashness, 1994; with McGoldrick, 1995; 1995a, 1995b, 1996, and 1997) found empowerment to be far more complex and discrete. Conger and Kanungo (1988), for example, identified the confusion surrounding the topic just over a decade ago, and attempted to dispel this confusion by proposing a framework in which to study empowerment as a concept in its own right. Despite this commonly cited piece of research, some researchers who have investigated the concept of empowerment in organisations have undertaken research within a poorly defined conceptual framework of empowerment (Jones and Davies, 1991; Cook, 1994; and Pence, 1996). Work of this nature has contributed little to alleviating the confusion surrounding empowerment in organisations.

1.2 The research problem

The 1990's has seen a considerable amount of research undertaken into empowerment in a range of industries and organisations. Hospitality researchers including Jones and Davies, 1991; Lashley and Ashness, 1994; Sparrowe, 1994; Lashley and McGoldrick, 1995; Lashley, 1995a, 1995b, 1996, 1997; Maxwell, 1997; and Hales and Klidas, 1998, have sought to investigate the concept of empowerment in hospitality organisations such as McDonald's Restaurants, Harvester Restaurants, Marriott and Hilton Hotels. The majority of this hospitality-based research has been undertaken in the United Kingdom (U.K.), or by researchers based in the U.K. It was also based on contextually specific interpretations of empowerment, rather than a conceptual framework that can be universally applied to the gamut of hospitality organisations.

The research problem for this thesis is to determine what research into empowerment should be undertaken in the field of hospitality to substantially improve hospitality management's application of the concept in organisations.

To provide a solution to the research problem, the author of this thesis proposes to develop a research agenda for hospitality which is predicated on a generic conceptual framework of empowerment. There is the presumption that within the existing body of literature into empowerment such a framework of empowerment exists and may be identified. Once identified, it may then be applied to the research problem, with the resulting research agenda contributing to the refinement of that conceptual framework, and facilitating the understanding of the concept by hospitality management.

1.3 Rationale for the research

It is important that management understands its initiatives by demonstrating its familiarity with the complexities and implications of those initiatives it introduces. However, it seems that in a number of cases, management is not entirely familiar with the concept of empowerment and its effects (Thorlakson and Murray, 1998). Considering the popularity of the concept, the literature indicated limited agreement on, or shared understanding of, the conceptual framework of empowerment (Smith and Mouly, 1998).

Managers would quite possibly be more familiar with the principles of, for example, Total Quality Management (TQM) or Management by Objectives (MBO), than those of empowerment. Researching empowerment in hospitality organisations within a commonly applied conceptual framework of empowerment, that management is able to understand, will improve the information provided to management. Those managers who use this information, and then choose to use empowerment as an initiative, will then be better equipped to plan, implement and evaluate such programs in their organisations.

The seemingly vague understanding of empowerment among managers in organisations is also found within the empowerment literature. Generally, most of the empowerment literature only marginally acknowledges previously developed research of the concept. Reviews of the literature demonstrating an acceptable depth of research, or understanding of the topic, are seldom found. A vast majority of the reviews of the empowerment literature offered, what seems to be, a form of tokenism in their citation of key pieces of research. Similarly, researchers generally demonstrated little breadth in their research and appear to have drawn upon the theory of empowerment from a narrow perspective, with little reference to different theoretical perspectives of the concept. Collins (1994, 1995a, 1995b, 1996, 1998), for example, drew primarily upon theory from an industrial relations perspective, whereas Coleman (1996) drew primarily upon theory from a management perspective.

Much of the hospitality-based empowerment research has been completed within contextually specific conceptual frameworks of empowerment. This is evidenced in some earlier hospitality-based research (Brymer, 1991; Jones and Davies, 1991; and Sternberg, 1992), and more recently in the work of Lashley (1995a, 1995b, 1996, and 1997). In contrast to these works, the work of Sparrowe (1994) was predicated on a 'generic' conceptual framework of empowerment and tested specific areas of concern to hospitality managers. Developing a hospitality-based research agenda which extends the areas of focus, whilst using a 'generic' conceptual framework of empowerment, will result in the production of information that is of more value to the hospitality manager and to researchers of empowerment.

The methodology used for this thesis consists of two key components. The first of these is a literature review. It is acknowledged that a literature review generally precedes the research methodology of a thesis, but in this thesis it forms part of the research methodology itself. It is differentiated from other critical reviews of the empowerment literature (Honold, 1996; and Erstad, 1996) in two key areas:

- the sample of literature selected for review and the resulting hospitality focus; and
- the methodology, or systematic approach, of the review process.

Honold's review (*ibid.*) drew upon 200 pieces of research, but why Honold chose to review the body of literature that she did review was not clear. In contrast, Erstad (1996) clearly stated the sampling frame used to select the body of literature for her research - articles published in "*Empowerment in Organisations*" during 1994-1996. The sample of literature used for the review for this thesis differed from both pieces of research as it drew upon the body of contemporary empowerment literature produced since the concept emerged in the late 1980's until 1998; and was selected on the basis of its:

- contribution to the understanding of empowerment in organisations;
- contribution to the development of a conceptual framework; or
- hospitality focus.

The resulting body of literature covered the evolution of the concept of empowerment in organisations and academia, drawing on a number of disciplines, yet still having a substantial hospitality focus. Erstad's review (1996), despite 'hospitality' being a keyword in the article's title, dedicated only a minor section of the review to the application of the identified themes to the field of hospitality.

The methodology used for this review is provided in Section 1.4. This is contrasted to Honold's (1996) review process which was indeterminable. It is also contrasted to Erstad's review (1996) as she divided the resulting sample of literature into themes, but it was not clear whether the selection of these themes preceded the literature review or emerged as a result of the literature review. As it is clear as to what sample of literature was used in this thesis, it is also clear as to how the literature was systematically reviewed. A product of this systematic review of the literature, which supports the body of the thesis, is the data contained in the thesis' Appendices.

The second component of the research methodology for this thesis is the placement of the hospitality based research into a generic conceptual framework of empowerment, to identify gaps in the hospitality-based research of empowerment. As discussed, Sparrowe (1994) undertook a review of the literature and placed his research into a generic framework of empowerment, to identify specific gaps, but since then this procedure has not been undertaken by hospitality-based researchers. Most researchers have identified and investigated a specific gap in the research, and in a contextually specific conceptual framework of empowerment, rather than recommended a research agenda based on a range of research gaps in a conceptual framework that is generic.

1.4 Research methodology

The research methodology has, to some degree been discussed in Section 1.3. This section is included to provide the reader with a brief overview of the research methodology of the thesis (see Section 2.0 for a more detailed presentation of the research methodology).

As mentioned in Section 1.3, a major component of the research methodology for this thesis was, unusually, a literature review. A review of the literature, which supports the body of the thesis, was used to systematically identify the:

- understanding of empowerment by researchers;
- general and managerial concepts associated with empowerment by researchers;
- empirical evidence of empowerment in organisations; and
- originality and influence which each piece of research demonstrates within the literature.

The systematic approach to the literature review was used to improve the objectivity of the qualitative nature of the review. Literature included in the review was selected via the Victoria University catalogue from July, 1998 to October, 1998.

The hospitality based research was placed into the identified generic conceptual framework of empowerment and by unifying the research, the research gaps were identified. From this, a research agenda for the study of empowerment in hospitality organisations was developed. The research agenda comprised a range of research aims, and for each of the proposed research aims, a research approach was suggested. In order to develop an appropriate research approach for each research aim, the research methodology, particularly of those pieces of research that tested empowerment empirically, was analysed for its rigour and suitability to the particular research aim being developed.

1.5 Outline of the thesis

Due to the nature of the problem and the aim of the thesis, it was considered necessary to digress from the traditional thesis structure and presentation. In doing so, it is expedient at this point to provide the reader with an overview of the structure of this thesis, to ensure a sense of direction is evident within the thesis.

Chapter Two provides the details of the research methodology used for the thesis including the sampling technique for the body of literature used for the systematic literature review; a discussion of the key elements of the systematic literature review; and the method used to identify the gaps in the hospitality-based empowerment research.

Chapter Three documents the incremental development of a theoretical framework of empowerment by providing an analysis of the use of the term empowerment within the literature; a presentation of the historical predecessors of empowerment; and an analysis of the seminal research of empowerment. The chapter finally presents the current state of empowerment within the literature with particular reference to its definition and dimensions, and a 'generic' conceptual framework of empowerment is presented.

Chapter Four provides a review of the approach and direction of hospitality-based research of empowerment and places this research into the conceptual framework of empowerment identified in Chapter Three. The chapter concludes with a summary of the identified gaps in hospitality based empowerment research.

Chapter Five recommends a research agenda specifically for hospitality, based on the conceptual framework of empowerment and the identified gaps in previous hospitality-based empowerment research. The chapter includes a specification of the research aims and suggests approaches considered appropriate to achieve those aims.

Chapter Six discusses the limitations of the research and recommends future research which addresses these limitations.

Key findings of the review, such as a generic conceptual framework of empowerment and the research gaps, will be presented through the course of the thesis rather than in a separate section titled 'results' as is the case in the traditional thesis format.

1.6 Synonyms and definitions

1.6.1 Hospitality

As much of the research reviewed for this thesis originated in the U.K., but the research agenda is proposed for use globally, the following definitions/synonyms for the term hospitality are provided.

For the U.K.: the term hospitality refers to the hotel and catering industry (Riley, 1995);

For the U.S.A.: the term hospitality refers to hotels, motels, clubs, restaurants, fast-food establishments and institutional catering organisations (Lane and van Hartesvelt, 1985); and

For Australia: the term refers to the commercial provision of accommodation (lodgings) as well as commercial catering (the provision of food and beverages) (Stear and Griffin, 1991).

1.6.2 Front-line staff

The definition of front-line staff used in this thesis is that developed by Ryan (1996: p. 24), with 'customer service staff, meaning any staff who come in contact with their customers. Therefore, an essential criterion of front-line staff is that they spend a large proportion of their jobs dealing with customers face to face', with the emphasis given by Ryan.

1.7 Key assumptions

As mentioned in section 1.2, it was assumed that a conceptual framework of empowerment, that could be generically applied to the range of organisations, existed within the empowerment literature produced since the late 1980's until 1998. This assumption was made given the abundance of the literature produced on empowerment in that period of time, and the perception, by the author of this thesis, that generally within a body of literature, development of theory and frameworks can be identified.

Delimitations were placed on the thesis, the first of these being the focus on hospitality when developing a research agenda for the study of empowerment in organisations. This was considered important as it was necessary that the product of this thesis have application, or value, to the hospitality industry. Notwithstanding this fact, that the product of the thesis is hospitality focussed, the process of developing a research agenda drew upon the literature from a broad range of disciplines rather than that which was purely from the field of hospitality. This decision was made on the basis that not only does the hospitality literature form a minor proportion of the empowerment literature in general, but it appears that the empowerment literature has its roots in a number of disciplines including psychology, management and organisational behaviour. Concentrating solely on the hospitality literature would prevent the breadth and depth of review required to fulfil the aim of this thesis.

The second delimitation was the selection process for the sample of literature used for the systematic literature review which limited the literature to that which was:

- published in academic texts and journals from the late 1980's to early 1998;
- accessed in the period July, 1998 to October, 1998 from the Victoria University library catalogue including the Emerald, Anbar and Coolcat data bases;
- selected on the basis of its contribution to the development of a historical perspective of empowerment, a conceptual framework of empowerment; and
- hospitality focussed.

1.8 Conclusion

This chapter has given the reader a general overview of the thesis and its content. It introduced the reader to the topic - the study of empowerment in hospitality organisations - and provided the reader with a statement of the research problem and the rationale for undertaking the research. An overview of the research methodology used in the thesis and an outline of its content was then provided. Key terms used in the thesis were defined for the reader and the assumptions and limitations of the research were also discussed. As discussed in Section 1.5, the thesis will now continue with a more detailed account of the research methodology used to achieve the aim of the thesis.

2 Research Approach

The previous section has provided the reader with a general introduction to the thesis, and as discussed in Sections 1.4 and 1.5, the methodology and outline of this thesis is not of the traditional thesis format. This decision, to digress from the traditional thesis format, was made after careful consideration of both the research problem, and the demands it placed on the level of investigation of the empowerment research required to solve the research problem. This section discusses the overall methodology of the thesis and also focusses on what, from this point on, will be called the systematic literature review and referred to as the SLR. It was considered more appropriate to present the methodology used to undertake the SLR before presenting the methodology used for the overall thesis. The justification, assumptions, and the delimitations and scope of the research are also provided for the reader in this section.

2.1 The Systematic Literature Review (SLR) methodology

The systematic review of the empowerment literature was undertaken to identify the following elements of the literature:

- a) the definition of empowerment used by the researcher(s);
- b) organisational and individual work context variables focussed upon by the researcher(s);
- c) managerial concepts associated with empowerment by the researcher(s);
- d) empirical evidence of empowerment in specific organisations provided by the researcher(s); and
- f) the originality of each piece of research and its influence within the literature.

This results are presented in a tabular format located in the Appendices. Appendices One and Two consist of portions of the completed table and cluster types of research - that which has been identified as seminal and that which is hospitality-based respectively. Appendix Three contains the results of the analysis of all of the literature used in the systematic review.

2.1.1 Justification of the SLR methodology

A major component of the research problem was that hospitality-based empowerment research had generally been undertaken in contextually specific conceptual frameworks of empowerment. Whilst this provides insight into empowerment from a particular perspective, it does not always provide information that is applicable to the various hospitality sectors or organisations or, necessarily, to the study of empowerment in general. To solve this component of the research problem, the author of this thesis recommended that the solution involve the identification of a tenable conceptual framework of empowerment that could be commonly applied across organisation types, including those in hospitality. Undertaking an extensive and exhaustive review of the empowerment literature from hospitality-based sources and those that were not hospitality-based was considered to be fundamental to the overall research process.

The six elements of the SLR, itemised in Section 2.1, were included in the review as it was considered that the data obtained as a result of their investigation would assist in achieving the research aim. They were also identified as being difficult to trace within the empowerment literature and their identification and tabulation would make both a valuable contribution to the understanding of empowerment in organisations and provide a resource for future researchers of empowerment.

2.2 Overall research methodology

The initial stages of the research process included a general review of hospitality and non-hospitality-based empowerment literature by analysing and synthesising the literature using a qualitative process. A general review of literature does not necessarily focus on specific, or pertinent, aspects of the literature and thus, to solve this research problem, such a review was considered to be insufficient. Further to this review an SLR, which has been previously been discussed in Section 2.1, was then undertaken. From these reviews of the literature, a conceptual framework of empowerment was identified, characterised by its face validity and apparent application to hospitality organisations.

The next stage of the research process included the synthesis of the hospitality-based empowerment literature. Drawing upon the data obtained from the SLR and the general review of the hospitality-based empowerment literature, this body of literature was placed into the identified conceptual framework of empowerment. This procedure classified the concepts associated with empowerment by hospitality researchers into the framework, and the gaps in the research were identified.

The research agenda was then developed to address the range of identified gaps in the hospitality-based empowerment literature. It was developed by analysing the research of empowerment that had been undertaken within the framework and other research that had provided empirical evidence of the concept in organisations.

2.2.1 Justification of the overall research methodology

Initially it was considered appropriate to collect primary data from hospitality managers to solve the research problem. After evaluation of this methodology it was considered that this methodology relied heavily on the individual interpretations of empowerment by each of respondents and was therefore problematic. Producing a research agenda predicated on a number of, or ill-defined, conceptualisations of empowerment, would contribute little to the shared understanding of empowerment by hospitality managers. The process of systematically reviewing the literature was, therefore, considered to be more appropriate to solve the research problem.

Similarly, the apparent lack of co-ordination in the hospitality-based empowerment literature could be addressed by synthesising it into a common conceptual framework of empowerment. It was quite possible that if the thesis relied on information gathered from hospitality managers, the research agenda would have been developed in contextually specific framework(s) of empowerment and this was not the intention of the thesis. In developing the agenda within a generic conceptual framework, the literature could be evaluated more objectively.

2.3 Methodological assumptions

After an appraisal of the amount of research undertaken into empowerment over the last decade, a major assumption of this thesis was that a tenable conceptual framework of empowerment could be identified within the literature and that this framework could be applied to the gamut of organisation types, including those in hospitality.

2.4 Scope

The literature reviewed:

- was limited to academic texts and journals accessed in the period July, 1998 to October, 1998 from the Victoria University library catalogue including the Emerald, Anbar and Coolcat data bases;
- was selected on the basis of its contribution to the development of a historical perspective of empowerment, a conceptual framework of empowerment and its focus upon objective analysis of empowerment;
- went beyond that which is purely hospitality. This decision was made on the basis that not only does the hospitality literature form a minor proportion of the empowerment literature in general, but it appears that the empowerment literature has its roots in a number of disciplines including psychology, management and organisational behavior. Concentrating solely on the hospitality literature would prevent the breadth and depth of review required to fulfil the aim of this thesis. The thesis will converge on hospitality in its latter stages.

3 Analysis of the incremental development of the concept of empowerment within the literature

This chapter seeks to place empowerment within the contemporary organisational context by reviewing the empowerment literature, and includes an analysis of the debates, ambiguities and incongruities surrounding the concept via:

- an analysis of the use of the term empowerment within the literature;
- an exploration of the predecessors of empowerment; and
- an analysis of the seminal works completed on empowerment in contemporary literature.

The chapter draws upon the general review of the literature and the SLR with particular reference to Appendix One which focusses on the research of empowerment that has been identified as seminal by the author of this thesis. The chapter concludes with the key findings and conclusions of the analysis of the incremental development of the concept of empowerment within the literature.

3.1 The use of the term 'empowerment' in contemporary literature

Empowerment is found in many places in contemporary literature, including journalistic pieces of work as well as rigorous, and not so rigorous, academic articles. Both Honold (1997) and Collins (1998) have noted that the term empowerment has become very popular over the last decade. In industry and academia, empowerment, both as a term and concept, has been widely used across a number of disciplines. A recent search for the term 'empowerment' in the Anbar data base provided a listing of 660 articles in a range of disciplines including hospitality management, general management, human resource management (HRM), industrial relations and quality management.

The journal '*Empowerment in Organisations*', first published in 1994, is dedicated to drawing upon actual examples of empowerment in organisations in order to increase the understanding of the application of the concept. A number of the works found in the Appendices have been drawn from this journal, including Hopfl (1994), Lashley and McGoldrick (1994), Nicholls (1995), Collins (1996a), Wickisier (1997) and Applebaum and Honnegar (1998).

Prior to the publication of *Empowerment in Organisations*, some seminal works on empowerment were completed (Kanter, 1983, 1989; Block, 1987; Conger and Kanungo, 1988; Thomas and Velthouse, 1990) and much of the work appearing in today's literature included either a direct or indirect reference to these works. Empowerment was already a popular concept a decade ago. Conger and Kanungo (1988) cited no less than seven references to works on empowerment in the opening paragraph of their article, in which they attributed this popularity to the interest in leadership, power and control within organisations, and the notion of teams.

In a recent academic discussion of empowerment, Baruch (1998: p.82) stated that 'empowerment is not merely a buzzword introduced to capture the imagination of current trends in management science', and was dissatisfied with the term's popularity. In his reply to Baruch, Collins (1998) supported Baruch's perception of the term's popularity and extended this view to imply that just as 'scientific management' has become one of the 'hottest' buzz-phrases over the last decade, empowerment has indeed become a popular buzzword and worthy of debate.

The popularity of the term apparently, for Collins (1998) and Baruch (1998), contributes to its frequent discredit. Neither author appeared satisfied with the theoretical framework of empowerment that has emerged over the last decade and analysis of how each of these researchers placed empowerment into a theoretical framework highlighted the various perspectives in which empowerment has been viewed. Baruch appeared to place empowerment in an HRM context, whereas Collins placed the concept into an industrial relations context.

Despite this noticeable conflict between Collins and Baruch, it seems they are justified in suggesting that empowerment's popularity has caused a great deal of confusion within academia and industry. Its use has often been indiscriminate. Within the literature, there is evidence that a group of words including worker participation, employee empowerment and, to a lesser degree, delegation, have been used interchangeably with empowerment. In some cases, it appears that authors used alternative terms to distinguish what they consider to be the differences between the concepts (Collins, 1996), yet at other times it is difficult to identify if this substitution is deliberate as in Nykodym, Simonetti, Nielson and Welling (1994) or Baruch (1998), or merely a result of careless expression. Table 3.1 provides examples of the use of the term empowerment and similar terms within the body of literature.

Table 3.1: Terms that have been used in association with, or used interchangeably with, empowerment.

Term	Author(s)	Year of Publication
employee empowerment	Lashley and McGoldrick	1994
	Lashley	1994
	Nykodym, Simonetti, Aris and Plotner	1995
	Honold	1996
	Coleman	1996
employee participation	Nykodym <i>et al.</i>	1994
management empowerment	Collins	1996
personal empowerment	Wing	1996
psychological empowerment	Spreitzer	1995
	Spreitzer, Nason and Kizilos	1997
worker empowerment	Collins	1997
industrial democracy	Collins	1996
worker participation	Nykodym <i>et al.</i>	1994
	Collins	1996

Source: author

Hales and Klidas (1998), Collins (1997), Eylon (1998), Erstad (1997) and Pastor (1996) are some of the many authors who have recently acknowledged the ambiguity, debate and confusion surrounding empowerment. Confusion has been created when authors glossed over the definition of empowerment (Pence, 1996; Ashness and Lashley, 1995) or appear to be confused when they neglected to define the concept adequately, even for their own purposes (Hargett, 1997; Cook, 1997). Debate was demonstrated particularly in the works of Collins (1994, 1996a, 1996b, 1997a, 1997b, 1998) and when the Editorial Advisory Board of *Empowerment in Organisations* was asked to review the state of empowerment in today's organisations (Logan, Harley, Pastor, Wing, Glasman, Hanson, Collins, Cleary, Miller and Hegedhal, 1996), their range of attitudes and comments about empowerment demonstrated the continued prevalence of confusion surrounding the concept.

In contrast to this often seemingly indiscriminate use of the word 'empowerment' by some researchers, there have been others who have been very precise in their definition of the concept. For example, Conger and Kanungo (1988: p.474) preferred the view that empowerment was a motivational construct and defined empowerment 'as a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both formal or informal techniques of providing efficacy information'. Thomas and Velthouse (1990) further refined Conger and Kanungo's definition of empowerment and provided a definition which has been operationalised with success by Sparrowe (1994), Spreitzer (1995) and Spreitzer, Kizilos and Nason (1997). A more detailed discussion of these research projects is located in Section 3.3 where those works, identified as seminal in the research of empowerment via the SLR, are analysed in detail.

3.2 Historical predecessors of empowerment

The verb '*empower*' has been part of the English language since the seventeenth century (Murray, Bradley, Craigie and Onions, 1989), and its various interpretations have included the authorisation, bestowing or gaining of power. Interestingly, even in the seventeenth century, the word was used in an organisational context when referring to papal matters and the monarchy. '*Empowerment*', defined as both the state and the action of being empowered, was also found in an organisational context, but was not in use until the mid-nineteenth century.

Eylon (1998) suggested that the concept of empowerment, in a management context, first emerged in the early nineteenth century in the writings and philosophies of the American political scientist, Follett. A pioneer in modern management (Graham, 1995) and a contemporary of Taylor, Follett's interaction with society led her to make observations of organisations. In communication with organisations, she advocated the use of democratic authority whereby individuals would be involved in the decision making process and be responsible for the results.

Although not explicitly naming empowerment as such, Follett referred to many of the elements of empowerment embodied in today's literature, including the role of contextual differences and the importance of employee involvement when introducing empowerment. For example, Lashley (1997) stressed that the uniqueness of the context must be considered when implementing empowerment to optimise the results of the management initiative. Similarly, Erstad (1997) extended Follett's notion that all organisational members should be involved in the organisation's direction by suggesting that both management and sub-ordinates be involved in an empowerment program to ensure its successful implementation. In the service literature though, empowerment is predominantly associated with frontline employees (Bowen and Lawler, 1992; Ashness and Lashley, 1994; Lashley, 1997; and Hales and Klidas, 1998) rather than this totality concept which Erstad has asserted.

Within the literature, empowerment is often linked to historical industrial initiatives such as those of the worker participation and employee involvement movements. Nyckodym *et al.* (1994) identified that it was not until the middle of this century that a worker participation concept emerged in an organisational context. Elements of this initiative, such as job autonomy and job enrichment, were discussed in detail by Herzberg (1968), and recently, both Honold (1998) and Lashley (1997) suggested that job autonomy and job enrichment are ways in which employees can be empowered in today's organisations.

In the 1960's and early 1970's, new worker participation and employee involvement programs were initiated as a means to improve productivity, employee motivation and commitment in a number of western cultures. In Australia, it was not until the 1970's that worker participation programs were introduced as an industrial relations initiative (Deery, Plowman and Walsh, 1997). Nyckodym *et al.* (1994) directly linked worker participation with empowerment programs and went as far as to use the term worker participation as a synonym for empowerment. It is difficult to identify if this replacement of terms was deliberate or unintentional.

Baruch (1998) suggested that empowerment has its roots in the industrial democracy movement of the 1970's and 1980's where it was considered to be a means of reflecting the values of modern western society in an organisational context. In his reply to Baruch (1998), Collins (1998) refined the link between industrial democracy and empowerment and suggested that although seemingly similar they are, in reality, not the same. Collins suggested that the similarities between the two concepts are their common focus on decision making and employee motivation.

In an earlier piece of research, Collins (1997), attempted to highlight the differences between the two concepts and noted that where industrial democracy accepted individualism and even conflict, empowerment assumes that there is 'industrial harmony'. He saw that empowerment focussed on not only the individual's needs and objectives, but also the organisation's. Lashley (1997) drew a distinction between the concepts on the basis of the initiators: usually empowerment is an initiative of management whereas industrial democracy is an employee initiative. Maxwell (1997) suggested that empowerment is an extension of industrial democracy, but did not clarify how the extension is represented.

Ambiguity and confusion associated with such concepts is not uncommon when they are first proposed within the literature, as Schneider (1990) identified as being the case for the similarly amorphous concept of "organisational culture". Schneider suggested that the evolving process of a concept's development includes three stages: when the concept is proposed, then elaborated upon, and finally evaluated and augmented.

Within the literature, empowerment appears to be in the evaluation stage, as discussion and synthesis of the work completed to date is apparent. The general review of the literature identified criticisms made by researchers of previously completed research. For example, Lashley (1997) has criticised Bowen and Lawler (1992) and Conger and Kanungo (1988) in relation to the nature and definition of empowerment they employed, and similarly, Collins (1997, 1998) was found to be candidly critical of not only others' work in the area, but also of his own (Collins, 1997). Synthesis of the work completed to date is found in a number of works including van Oudtshoorn (1995), Spreitzer (1995), Menon (1995), Erstad (1997), Honold (1997) and Lashley (1997).

3.3 Seminal research of empowerment

Seminal works in any field are those that are considered to be highly original or influential. The SLR involved an analysis of the degree of originality or influence within the literature that each of the reviewed pieces of research demonstrated. This section seeks to analyse these works, which are itemised in Appendix One, to highlight the incremental development of empowerment and to place the concept within a theoretical framework. An abridged table of the SLR, itemising the definition or understanding of empowerment of key research in both hospitality and non-hospitality fields, is provided for the reader, at the end of this section in Table 3.2.

3.3.1 Initial introduction of the concept of empowerment within the literature

The contemporary literature indicated that it was Kanter (1983) who began to popularise empowerment in an organisational context. Developing and extending her work on power (Kanter, 1977), Kanter (1983) embodied much of what she developed for her management presentations and seminars. She considered her later publication (Kanter, 1989) to be the final of a trilogy in which bureaucratic and more contemporary, innovative organisations were analysed and compared.

Kanter's (1989: p.11) focus was on a set of studies which included the 'changing management practices in over eighty companies', specifically Fortune 500 companies. Despite the fact that much of the empowerment literature reviewed for this thesis (see Appendices One, Two and Three) cited Kanter's (1989) work, the word empowerment is not listed in Kanter's index. Kanter (1989: p.76) did, albeit briefly, refer to intrinsic motivation which she described as the 'interest in the task itself and concern with meeting one's standards', but there was no direct use of the word empowerment in the text.

Kanter's (1989) work, it seems, provided the impetus for future researchers, including Thomas and Velthouse (1990), Sparrowe (1994) and Spreitzer (1995). These researchers, who are discussed in greater detail later in this chapter, also predicated their research of empowerment on the conceptual framework of empowerment that included intrinsic task motivation. As a consequence, these pieces of research have contributed to the development of a conceptual framework of empowerment.

A contemporary of Kanter, Block (1987), presented an approach to empowering management, and in particular the middle manager, in a bureaucratic organisation through the use of positive organisational politics. Block (1987), like Kanter (1983), used the framework of power to place empowerment into an organisational context. He referred to Bennis and Nanus (1985), who had contributed substantially to the theory of power, and despite the popularity and existence of Kanter's work (1977, 1983), it was not referred to by Block. Block's work was innovative in that it provided a designed practical path to achieve levels of empowerment within management but, fundamentally, the theoretical framework in which empowerment was placed was not original. According to some commentators, his results were based on evidence that was purely anecdotal (Collins, 1997b).

It was Conger and Kanungo (1988) who initially presented empowerment as a construct in its own right, rather than as an adjunct to leadership, as so much of the previous literature had done. Conger and Kanungo (1988: p.472) identified that there was a problem in relation to the confusion and ambiguity surrounding empowerment when they sought to provide 'an analytical treatment of the empowerment construct'. Their research objective was to address the limitations and shortcomings of the understanding of empowerment and by reviewing the literature, they proposed that empowerment was derived from the root constructs of power and control. Conger and Kanungo's model drew upon two very different theoretical sources: management and social influence literature, or essentially social exchange theory, and psychological control theories. In effect, Conger and Kanungo (1988) proposed that empowerment could be viewed as either a motivational or relational construct.

Approaching empowerment from the social exchange theories, Conger and Kanungo (1988: p.473) generated the relational definition of empowerment or 'the process by which a leader or manager shares his or her power with sub-ordinates'. In contrast, Conger and Kanungo's (1988: p.474) contingent approach to empowerment, or that which drew upon the psychology literature, generated the motivational definition of empowerment 'as a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both formal or informal techniques of providing efficacy information'.

Conger and Kanungo's own preference was that empowerment was a motivational construct. They drew upon the work of Bandura (1977) who had contributed to the theory of self-efficacy. Bandura's model was based on the theories of motivation and it presented a process of empowerment in which an individual's self-efficacy is enhanced. It was Thomas and Velthouse (1990) who later described self-efficacy as a form of perceived competence. Predicated on this proposition, Conger and Kanungo (1988) then developed a model of empowerment consisting of five stages:

- Stage one:* conditions that lead to a state of psychological disempowerment;
- Stage two:* the use of managerial strategies and techniques which remove the conditions identified in *stage one*;
- Stage three:* the provision of self-efficacy information;
- Stage four:* the empowering experience for sub-ordinates; finally resulting in
- Stage five:* a persistence of behavior to accomplish task objectives.

Within the contemporary empowerment literature, there is little criticism of Conger and Kanungo's proposed framework of empowerment, although Lashley (1997) appeared to have some difficulty in accepting, in particular, the motivational definition in the hospitality context. The motivational definition of empowerment has been cited frequently within the literature (Hopfl, 1994; Coleman, 1996; Thorlakson and Murray, 1996; Coleman, 1996; Applebaum and Honnegar, 1998; Eylon, 1998; Hales and Klidas, 1998; Smith and Mouly, 1998), but despite these frequent citations, it does not appear to have been used in research which sought to operationalise or measure the concept.

The SLR did not provide evidence to suggest that Conger and Kanungo's relational definition was explored in any great detail as there is little acknowledgement of this definition, which was proposed concurrently with their motivational definition of empowerment. Sparrowe (1994), whose work is hospitality-based, did suggest that this relational definition requires further study, but since that time it has been largely ignored even within the field of hospitality. The explanation for this, perhaps, is that Conger and Kanungo were explicit in their preference for the motivational definition of empowerment and subsequent researchers, it seems, have followed their preference with little analysis of the total framework which Conger and Kanungo proposed.

The work of Conger and Kanungo (1988) was original as it firstly, set out to address the existing ambiguity, debate and confusion surrounding empowerment. Secondly, it provided a conceptual framework for empowerment which had not, to that point, been provided in the literature. Despite the fact that both Conger and Kanungo have published very little further work using this framework, it was the basis for further research of empowerment and in particular, Thomas and Velthouse (1990) and Menon (1995).

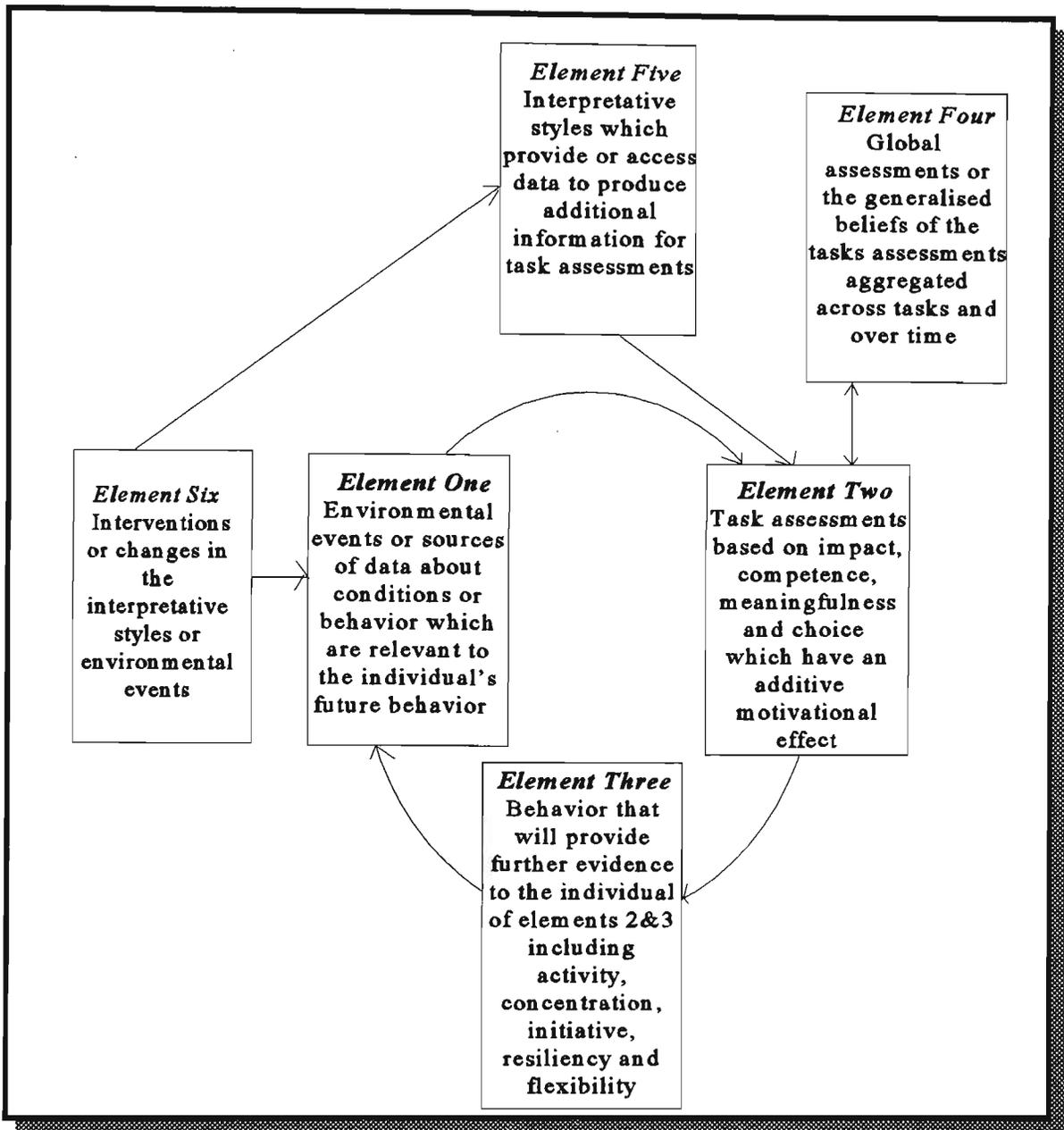
3.3.2 Elaboration of the conceptualisation of empowerment within the literature

Elaborating upon Conger and Kanungo's (1988) framework of empowerment, Thomas and Velthouse developed a model of empowerment which explained what they saw as the new paradigm of management. Thomas and Velthouse (1990: p.677) 'explicated a relatively comprehensive, cognitive model of intrinsic task motivation to describe the empowerment process in individuals' (See Figure 3.1, p.20) and sought to build upon the Conger and Kanungo model by improving it in three ways:

- specifying the type of motivation identified with empowerment as task motivation;
- specifying a sufficient set of task assessments that produce this type of task motivation; and
- capturing the interpretative process by which employees arrive at those task assessments.

Designed to resemble the S-O-B-C model (Davis and Luthan, 1980), which incorporated the social learning sequence of stimulus, organism, behavior and consequences, Thomas and Velthouse developed their cognitive model of empowerment with a focus on intrapersonal cognitive processes. Their model comprised six elements, with its core consisting of the ongoing cycle of elements one, two and three. It is the four dimensions of the core of this model - meaningfulness, choice, competence and impact - that have been embraced by subsequent researchers of empowerment in organisations, (Sparrowe, 1994; Spreitzer, 1995; and Spreitzer *et al.*, 1997). Thomas and Velthouse's (1990) work was highly original as well as being influential, as analysis of the SLR highlights the frequent citation of Thomas and Velthouse's (1990) work within the literature.

Figure 3.1: Cognitive model of empowerment.



Source: Adapted from Thomas and Velthouse (1990)

Reviewing the model in greater detail, it was the task assessments that were later described by Spreitzer *et al.* (1997) as the construct's essence. The task assessments consist of the following dimensions:

1. meaning - or the employee's perception of the value of his/her tasks in relation to his/her own ideals or standards;
2. choice - or the employee's perception of the degree to which he/she has autonomy in relation to when the tasks are initiated or the procedure(s) taken to complete those tasks;
3. competence - or the employee's perception of how capable he/she is of performing his/her tasks; and
4. impact - or the employee's perception of the degree he/she is making a difference in his/her organisation.

Like Conger and Kanungo's (1988) work, Thomas and Velthouse's analysis of empowerment was original as it attempted to refine an existing theoretical framework of the concept, but they acknowledged their proposed model had not been tested in its totality. Notwithstanding this acknowledged limitation, the interpretative styles and the task assessments elements of the model had been tested empirically with positive results by Lee (1987) and Tymon (1988). The research methodology employed by Thomas and Velthouse (1990) was innovative in the empowerment literature as they attempted to build on a tenable conceptual framework of empowerment, rather than upon one that was ill-defined, as so many of the researchers of empowerment have done over the last decade.

Collins (1994, 1996a, 1996b, 1997, 1997b, 1998) has also contributed substantially to the concept's development through his persistence in challenging the attitudes of many researchers of empowerment including Block (1986), Pastor *et al.* (1996), and Baruch (1998). He has provided an industrial relations perspective of empowerment, as well as an historical analysis of empowerment in relation to its predecessors including industrial democracy, employee involvement and participation. Collins' work is not often cited within the literature, which may be related to the observation that his work is not always pleasing to advocates of the plethora of benefits which empowerment is said to offer both the individual and the organisation. Collins' work, though, has become increasingly repetitive as time has progressed.

The work of Bowen and Lawler (1992) has been influential for a number of researchers, particularly in the hospitality field (Lashley and McGoldrick, 1994; Sparrowe, 1994, Lashley, 1995, 1995a, 1997; Erstad, 1997; Maxwell 1997, Hales and Klidas, 1998) as it presented the 'what, why, how and when' to empower service workers. Its originality was that it combined an academic approach with the application of the concept in organisations and proposed that empowerment was the antithesis of a production line where the organisation was control oriented. Empowerment, for Bowen and Lawler, existed on three levels:

1. suggestion involvement - the lowest level of involvement where employees' daily work practices are not altered but the employees are able to contribute ideas to the organisation via formal means of communication;
2. job involvement - the middle level of empowerment where multi-skilling and team work is apparent, but management continues to control strategic decision-making concerning rewards, organisational structure and power; and
3. high involvement - where the lowest level employees contribute to the development of the organisation's charter.

Compared to the Thomas and Velthouse (1990) model, Bowen and Lawler's (1992) model of the 'levels of empowerment' was simple and could be applied, it seems, relatively easily to the hospitality industry. Bowen and Lawler also provided what they deemed to be evidence of the concept in Club Med and Federal Express. These organisations were seen to epitomise the antithesis of the production line that Bowen and Lawler had previously described, and combined with Bowen and Lawler's theoretical framework, their work was observed as being seminal.

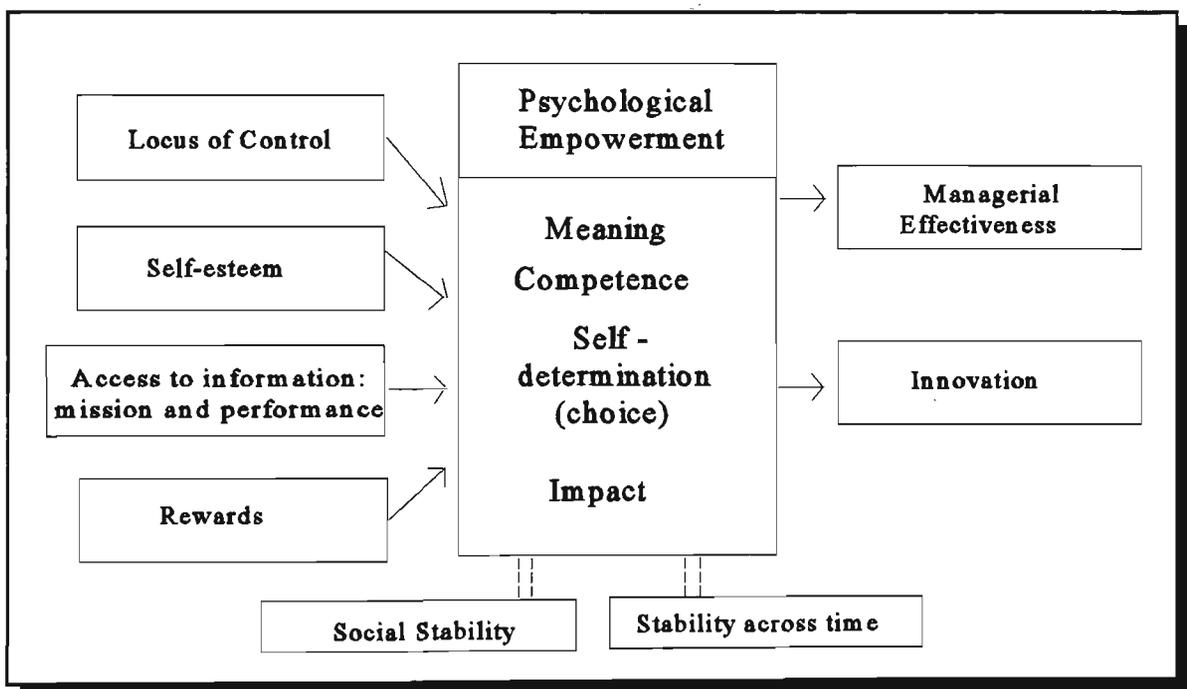
The work of Sparrowe (1994), which was extremely innovative at that point, has not been influential for researchers of empowerment, even in the hospitality field. Sparrowe's methodology relied on the quantitative analysis of data to test a number of hypotheses involving what later researchers of empowerment (Spreitzer, 1995; Spreitzer *et al.*, 1997) would choose to describe as 'antecedents' of empowerment (organisational culture and leader-member exchange) and organisational 'outcomes' of empowerment (pay satisfaction, promotion satisfaction and intent to turnover). His work sought to test a set of hypotheses with the operationalisation of empowerment relying on the Thomas and Velthouse (1990) model of empowerment, or specifically the meaningfulness, choice, competence and impact dimensions of the task assessments. Despite its limitations, including the question of whether empowerment should be studied at the individual level as a psychological construct, which Sparrowe acknowledged, the research was, indeed, original and contributed to the understanding of empowerment in organisations.

3.3.3 Contemporary refinements of the psychological construct

Recently though, Spreitzer (1995) and Spreitzer *et al.* (1997) have been innovative in their research of empowerment, despite its apparent similarity to Sparrowe's (1994) work. Spreitzer (1995) referred to psychological empowerment in the workplace and this term is initially presented to be distinct from 'empowerment', but she is referring to the same concept as previous researchers of empowerment (Conger and Kanungo, 1988; Thomas and Velthouse, 1990; Bowen and Lawler, 1992).

Spreitzer (1995) viewed empowerment as a motivational construct and assumed that empowerment is not an enduring personality trait, but a continuous variable and work specific. She also operationalised empowerment by using Thomas and Velthouse's (1990) four dimensions of the tasks assessments element, but replaced the term 'choice' with self-determination. Spreitzer's research led her to propose a 'Partial Nomological Network of Empowerment' (see Figure 3.2) which demonstrated a number of hypotheses involving relationships between the dimensions of empowerment, the concept of empowerment itself and what she referred to as the 'antecedents' and 'outcomes' of empowerment.

Figure 3.2: Partial nomological network of psychological empowerment in the workplace.



Source: Spreitzer (1995)

Nomological validity, or what can be described as a form of construct validity, is the extent to which a test appears to measure what it purports to measure in light of some overall theory (Murray *et al.*, 1989). The term 'nomological network' was developed by Cronbach and Meehl (1955) for the testing of psychological constructs. They proposed that to demonstrate construct validity for psychological measures, a researcher must provide a nomological network, or set of natural or logical laws, which provide the theoretical and empirical frameworks for what it is that is being measured. Specification of the relationships between, and within, the theoretical and empirical frameworks must also be offered. A nomological network can be proposed in totality, but it can also be developed and refined through incremental research of the frameworks, methodologies and relationships, thus producing a partial nomological network.

Using this method of construct validation, Spreitzer (1995) developed a partial nomological network of empowerment and proposed that each of the dimensions of empowerment (meaningfulness, choice, competence and impact) was a distinct element of empowerment, but that each dimension must be observed to demonstrate the existence of empowerment. Her further review of the literature also gave rise to other relationships in the network, namely between the:

- *antecedents of empowerment*, as identified by Bowen and Lawler (1992), Kanter (1989) and Spreitzer (1995), or more specifically -
 - locus of control, which is considered a personality trait (Spreitzer, 1995);
 - self esteem, also considered a personality trait (Spreitzer, 1995) ;
 - access to information regarding both the organisation's mission and the individual's performance (Spreitzer, 1995); and
 - rewards (Spreitzer, 1995);

and the:

- *outcomes of empowerment*, as identified by Block (1986), Kizilos (1990), Kanter, (1986), Bowen and Lawler (1992), and Thomas and Velthouse (1990), or more specifically -
 - managerial effectiveness; and
 - innovation.

After empirical analysis, each of the hypothesised relationships was supported, except for the relationship between the locus of control and empowerment. In conclusion, Spreitzer suggested that it was the measure of locus of control that was inadequate rather than the hypothesis itself, as there was considerable theory to suggest this hypothesised relationship.

Spreitzer (*ibid.*) acknowledged that her work was a refinement of the Thomas and Velthouse (1990) model, but upon review of the model, it also has a resemblance to an S-O-B-C model (Davis and Luthan, 1980), upon which Thomas and Velthouse (1990) modelled their conceptual framework of empowerment. This aspect of Spreitzer's (1995) model can be viewed as providing convergent validation of both the Thomas and Velthouse (1990) and Spreitzer (1995) models of empowerment.

Spreitzer *et al.* (1997) extended Spreitzer's (1995) work by analysing specific dimensions of the Thomas and Velthouse (1990) model of empowerment with three hypothesised outcomes of empowerment: effectiveness, satisfaction, and strain. In this research, the hypothesised relationships were more specific than in Spreitzer's (1995) research. In doing so, this research refined and validated Spreitzer's conceptual framework of empowerment.

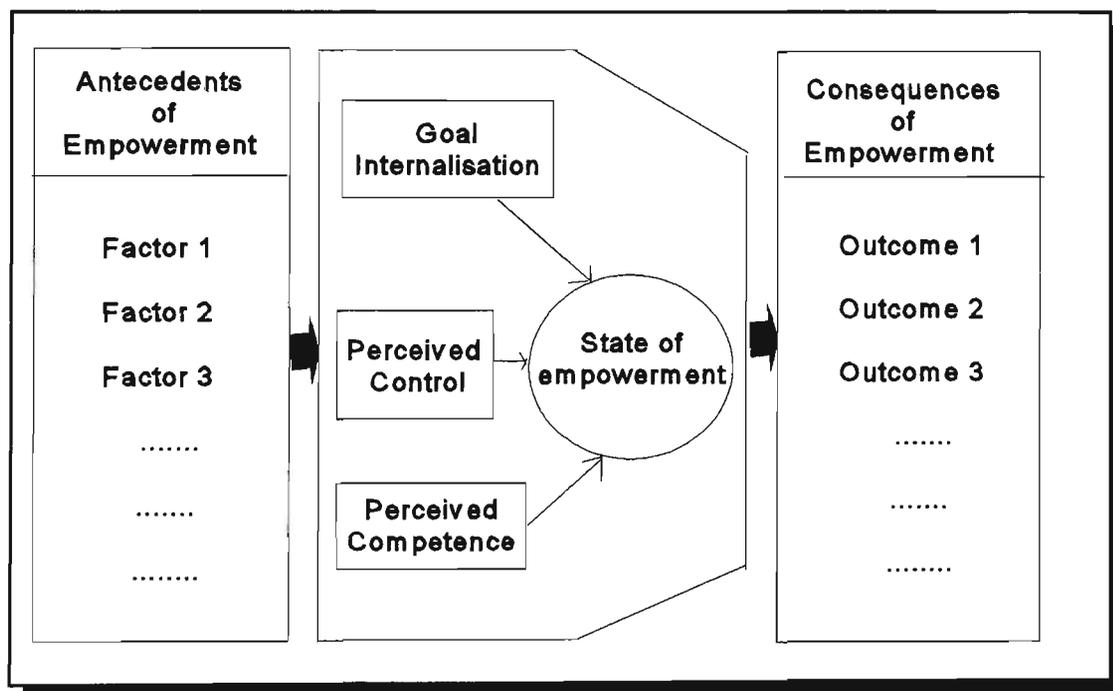
The results of the SLR did not highlight that Spreitzer's (1995) work has had any substantial influence on subsequent researchers of empowerment, other than Spreitzer (1996) and Spreitzer *et al.* (1997). This can perhaps be attributed to the fact that the Spreitzer's research has only recently been published and thus its contribution has not yet been demonstrated fully within the literature. Further to this, if researchers are in the process of developing, replicating, or disputing this work, existing published material of this research is unlikely. For example, the collection of data for a similar quantitative research project in itself would be time consuming and thus would delay publication of further work based on Spreitzer's conceptual framework of empowerment. However, it is anticipated by the author of this thesis, that Spreitzer's work will become influential for researchers of empowerment as time allows the conclusions to permeate into the literature.

3.3.4 Convergent validity demonstrated for conceptualisations of empowerment

Menon's (1995) research is also identified as original within the literature, but to date has not demonstrated any influence in the literature. Despite being undertaken in a different location, Menon's (*ibid.*) work was similar to Spreitzer's (1995) in that it attempted to explore empowerment using quantitative analysis and was based on the underlying conceptual framework of empowerment proposed by Conger and Kanungo (1988). The SLR highlighted the difference between these two pieces of research and that Spreitzer (1995) continued to proceed with the line of research which encompassed the work of Conger and Kanungo (1988) and Thomas and Velthouse (1990). In comparison, Menon (1995) chose to deviate from this line of research, after Conger and Kanungo's work, and developed a variation of this conceptual framework and measure of empowerment.

Menon's general outline of the 'integrative framework of empowerment' is similar to Thomas and Velthouse's and Spreitzer's (1995) frameworks as it was also composed of antecedents and outcomes of empowerment and the concept itself (see Figure 3.3)

Figure 3.3: General outline of the integrative model of empowerment



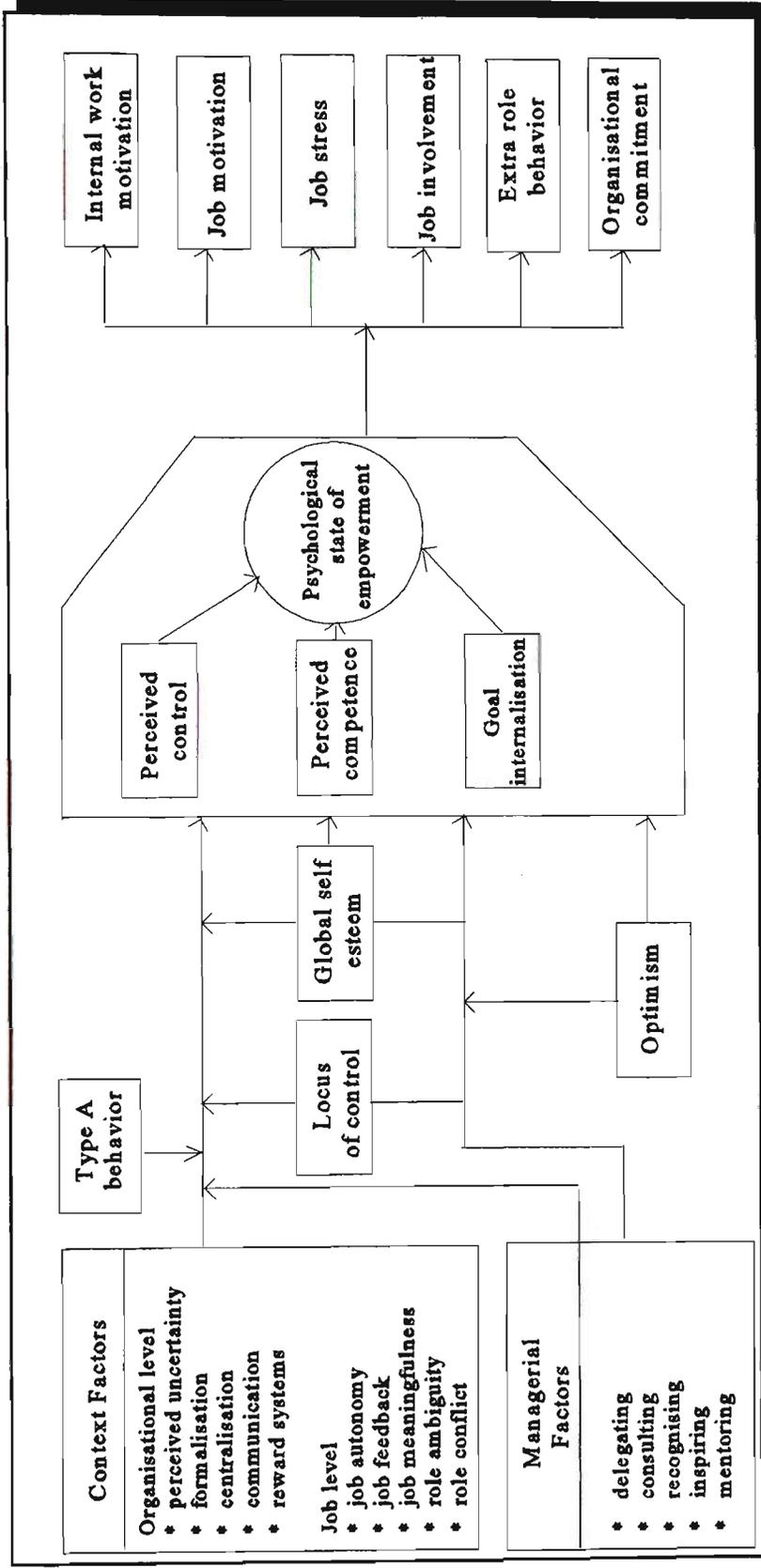
Source: Menon (1995)

The obvious difference between Menon's framework and Spreitzer's framework is the operationalisation of empowerment. Despite this apparent difference, closer analysis of Menon's work indicated that his operationalisation is not as distinct from Spreitzer's as was conveyed by Menon. The results show that Menon's three dimensions of empowerment - perceived control, perceived competence and goal internalisation - correlated with impact and self determination, competence, and meaning, respectively.

Menon refined his general outline of the integrative framework of empowerment by proposing causal relationships between empowerment and a range of antecedents and outcomes of empowerment. He further refined the framework by classifying the antecedents of empowerment into those that were contextual factors, managerial behaviors, and individual differences. Menon did not attempt to classify the outcomes of empowerment (see Figure 3.4, for a diagrammatic representation of Menon's integrative framework of empowerment).

Menon concluded that empowerment is a concept distinct from delegation, intrinsic task motivation, or self-efficacy. Whether he was able to draw the conclusions regarding intrinsic task motivation and self-efficacy is debatable as he did not appear to have measured these concepts separately to the concept of empowerment. Given the facts that Menon's and Spreitzer's measures of empowerment demonstrated convergent validity, and that Spreitzer has predicated her measure on the Thomas and Velthouse (1990) conceptual framework of empowerment with the dimensions of meaning, impact, competence (self-efficacy) and choice (self-determination), it is difficult to accept these conclusions. Despite the difficulty the author of this thesis has in accepting these conclusions, it is acknowledged that Menon's work deserves to be classified as seminal within the literature as it is a highly original piece of research.

Figure 3.4: Antecedents and consequences of empowerment: an integrative framework



Source: Menon (1995)

3.3.5 Recent conceptualisations of empowerment in organisations

There were few other pieces of research identified via the SLR that proposed relationships between empowerment and other organisational concepts. However, Moore, Hopkins and Hopkins (1998) proposed a number of relationships between employee empowerment programs, TQM, continuous improvement, and customer satisfaction. The propositions seemingly fit into the conceptual framework developed by Spreitzer (1995). Obviously, Moore *et al.*'s work cannot be influential within the literature immediately, but the work does appear to follow the trend whereby empowerment research is becoming more specific in its approach.

Thorlakson and Murray (1996) investigated the concept of empowerment in a Canadian life insurance organisation and after a review of the literature, they proposed that empowerment could be measured by using the dimensions of power, motivation and management/leadership. They developed a 72 item questionnaire (see Appendix Four) to measure empowerment which encompassed a range of organisational variables including supervision, work management, job duties, company image and rewards. Thorlakson and Murray then subjectively classified each of the questionnaire items into one of the three dimensions. It was only after repeated statistical manipulation that three dimensions were identified and no test of discriminant validity of the measure was undertaken.

Quantitative analysis of their data yielded results that were not as expected, as they found no difference between the empowered group and the control group under analysis. Upon review of the research methodology, these results are not surprising as it consisted of a number of questionable aspects, including the measure of empowerment employed by Thorlakson and Murray. Whether the questionnaire truly encapsulated the meaning of empowerment in organisations is debatable, given that it was developed in 1989 and prior to most of the conceptualisation of empowerment having taken place within the literature. The author of this thesis recommends that, for the measure to demonstrate validity it requires further analysis and modification. This aspect of the research is indeed questionable, and despite Thorlakson and Murray's work being longitudinal in nature, which was highly original, their work should be viewed with a degree of reservation. The contribution of this work to a conceptual framework of empowerment is marginal.

Recently, Hardy and Leiba-O'Sullivan (1998) approached their study of 'business empowerment' quite differently to any other researchers identified in the SLR. Their work was premised on the development of an argument that previous researchers of empowerment have 'skirted' around the topic of power when analysing empowerment in organisations. Hardy and Leiba-O'Sullivan provided a research agenda which primarily involves the analysis of the transfer of power between the actors in the organisation, specifically the dominators and sub-ordinates. Interestingly, Hardy and Leiba-O'Sullivan suggested that some form of quantification of the created value of empowerment programs be undertaken in future research. Upon review of their list of references, it is observed that Hardy and Leiba-O'Sullivan did not identify the works of Sparrowe (1994), Menon (1995) Spreitzer (1995), Thorlakson and Murray (1996) or Spreitzer *et al.*(1997), all of whom have attempted to quantify positive, and negative, outcomes of empowerment including decreases in strain, increases in effectiveness, job satisfaction and pay satisfaction.

It is Lashley, though (with McGoldrick, 1994; with Ashness, 1995; 1995a, 1995b, 1996, 1997), who has contributed substantially since the mid-1990's to the research of the application of empowerment in U.K. hospitality organisations. He has provided a thorough synopsis of the implementation of empowerment in a number of hospitality organisations. It appears that Lashley was not overly concerned with defining empowerment as a distinct concept as such, and his contribution has largely been concerned with the methods, or as they have been referred to as the modes of empowerment (Collins, 1996). His view, which was similar to that of Collins' (1996, 1996b, 1997, 1997b, 1998), was that the concept of empowerment is context specific and thus, means different things to different people and organisations (for a detailed discussion and analysis of Lashley's research, see Chapter Four).

In the light of the nomological network Spreitzer has proposed and validated, it appears that Lashley has focussed upon the antecedents and outcomes of empowerment rather than operationalising the concept. Despite this, the contribution and influence of Lashley's work is important, as he has provided a foundation for researchers of empowerment, particularly hospitality researchers based in the U.K., such as Maxwell (1997), Erstad (1997), Ingram (1997) and Hales and Klidas (1998).

Table 3.2 provides the reader with an abridged table of the SLR which focussed on the seminal research of empowerment. The table itemises the key seminal research of empowerment and briefly provides a description of the definition or understanding of empowerment that the researcher(s) used in their work. The table highlights both the originality of the Conger and Kanungo (1988) research and its influence within the literature, as well as that of Thomas and Velthouse (1990).

Table 3.2: Tabulated summary of definitions or understanding of empowerment used by researcher(s) identified from the SLR

Author(s)	Definition or understanding of empowerment used
Block 1987	related empowerment to the organisation's politics and its relationship to employees taking responsibility; viewed the concept as a 'state of mind' (p.64)
Conger & Kanungo 1988	proposed that the concept can be viewed as a motivational or relational construct with the root constructs of power and control; defined empowerment, the motivational construct, as 'a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both formal organisational practices and informal techniques of providing efficacy' (p.474) and as the relational construct the concept was defined as 'the process by which a leader or manager shares his or her power with sub-ordinates' (p.473)
Kanter 1989	referred to the concept of intrinsic task motivation but the term 'empowerment' is not listed in the index, nor used in the text
Thomas & Velthouse 1990	refined Conger and Kanungo's (1988) view that empowerment is conceptualised in terms of changes in cognitive variables (task assessments), which determine motivation in workers' (p.667-668) and provided a model of empowerment which 'operationalised empowerment in terms of intrinsic task motivation' (p.668); developed a cognitive model of empowerment with the following elements - interventions, environmental events, behavior, interpretive styles, global assessments and task assessments; categorised the task assessments into meaningfulness, choice, competence and impact
Bowen & Lawler 1992	provided the definition of empowerment 'as sharing with frontline employees four organisational ingredients: 1) information about the organisation's performance; 2) rewards based on the organisation's performance; 3) knowledge that enables employees to understand and contribute to the organisation's performance and 4) power to make decisions that influence organisational performance and direction' (p.32)
Collins 1994	no definition provided, but viewed the management initiatives of empowerment in the U.K. as being closer to disempowering, than empowering
Lashley & McGoldrick 1994	defined empowerment as 'individual and personal; it engages the employee at the levels of emotion; it is about discretion and autonomy, power and control; and it is about responsibility, commitment and enterprise' (p.26)
Sparrowe 1994	used Thomas and Velthouse's (1990) definition of empowerment and categorisation of task assessments to operationalise the concept
Lashley 1995a	provided managerial meanings of empowerment: participation, involvement, delayering and commitment
Lashley 1995b	suggested that empowerment can be a number of managerial initiatives
Menon 1995	defined and operationalised empowerment as 'a cognitive state characterised by perceived control, perceived competence, and goal internalisation' (p.ii)
Spreitzer, 1995	used the Thomas and Velthouse (1990) definition of empowerment and the categorisation of task assessments to operationalise the concept
Lashley, 1996	see previously cited material
Thorlakson & Murray, 1996	cited Darraugh's (1991, p.3) definition of empowerment - 'getting workers to do what needs to be done rather than doing what they are told' and elaborated upon this by stating that 'it involves delegation, individual responsibility, autonomous decision making and self-efficacy' (p.68-69)
Spreitzer, 1996	variation of research completed by Spreitzer (1995); contributed to the validation of the 'partial nomological network' of empowerment
Spreitzer, Kizilos & Nason 1997	used the Thomas and Velthouse (1990) definition of empowerment and the categorisation of task assessments to operationalise the concept
Moore Hopkins & Hopkins, 1998	used Thomas and Velthouse's (1990) definition of empowerment
Hardy & Leiba-O'Sullivan, 1998	referred to Conger and Kanungo's (1988) motivational definition of empowerment, but viewed empowerment from a critical perspective predicated on the concept of power

Source: author. See Appendix One for more detailed analysis of the research

3.4 Chapter conclusions

By undertaking a general review of the literature and the SLR, consistencies in the empowerment research have become more apparent than perhaps would have been the case if a non-systematic approach was taken. As result, a number of key themes, or notions, of empowerment emerged, which are presented in this section.

3.4.1 The development of a conceptual framework of empowerment

Examination of the empowerment literature via both the general literature review and the SLR confirmed that empowerment has received a considerable amount of analysis and discussion by researchers. Debate surrounding empowerment was often in relation to the implicit or explicit differences in the conceptualisations of empowerment used by various researchers, including Logan *et al.* (1996); Lashley (1997); Baruch (1998) and Collins (1998). It is generally agreed, though that empowerment's historical predecessors include industrial democracy, employee participation and employee involvement.

Upon closer analysis of the SLR, it was identified that there has been an incremental development of a conceptual framework of empowerment in the literature. This conceptual framework of empowerment is based on a 'stream' of literature that has its origins in the mid 1980's. Spawned in Kanter's (1983) publication which discussed the management philosophy of empowering workers, the concept was discussed by Block (1987), who popularised the term 'empowerment' in organisations. Block and Kanter's popular publications raised the issue of empowerment in organisations and academia, but essentially did not seek to define the concept separately to other concepts such as leadership. Conger and Kanungo (1988) developed a conceptual framework of empowerment, separate to other concepts, and provided researchers with a foundation on which to research empowerment as a concept in its own right. Conger and Kanungo (1988) developed two definitions of empowerment predicated on the theory of social exchange and motivation, but their own preference was that empowerment formed part of a motivational construct.

This research identified that empowerment forms part of a motivational construct, specific to the work context, rather than a managerial process. A body of research has validated this approach to empowerment as being a psychological state evolving from the root constructs of power and control. It was also identified that the psychological state of empowerment is part of a management initiated process, together with specific individual and organisational antecedents and outcomes.

3.4.2 Refinement of the conceptual framework and specification of the concept of empowerment

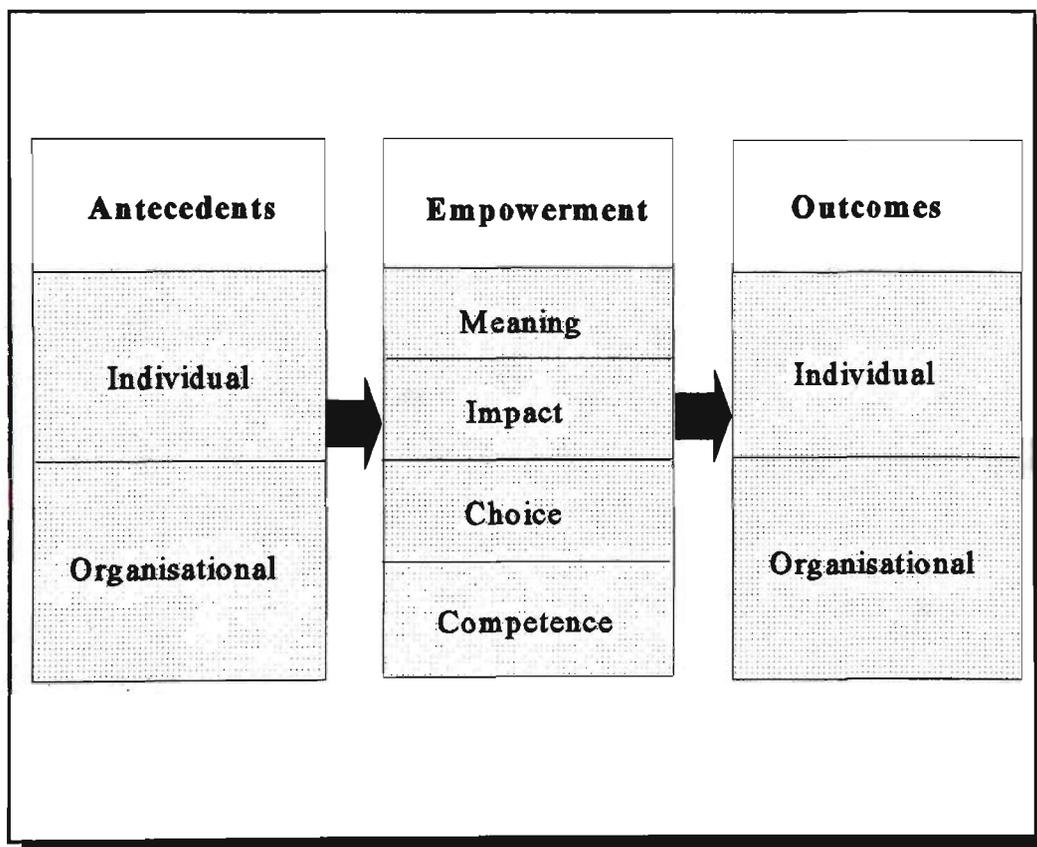
The format of the SLR also facilitated the observation that both the Conger and Kanungo (1988) and the Thomas and Velthouse (1990) definitions of empowerment have been used more commonly within the literature than other definitions of the concept. Thomas and Velthouse (1990) capitalised on Conger and Kanungo's conceptual framework of empowerment by defining empowerment with greater specification, and they developed a cognitive model of empowerment. They proposed that empowerment was based on the set of cognitions known as 'intrinsic task motivation' which Spreitzer *et al.* (1997: p.681) later described as 'the very essence' of empowerment. Thomas and Velthouse (1990) developed four dimensions of empowerment - meaningfulness, choice, competence and impact. These dimensions have been used to operationalise empowerment by Sparrowe (1994), Spreitzer (1995), and Spreitzer *et al.* (1997), with the use of these dimensions also contributing to the validation of the Thomas and Velthouse model of empowerment.

Spreitzer's 'nomological network of empowerment' which included antecedents of empowerment, the concept itself, and outcomes of empowerment was less complex, but fundamentally similar to the Thomas and Velthouse (1990) model. Both models resembled an S-O-B-C model (Davis and Luthan, 1980), as did the model proposed by Menon (1995). There were some minor differences between Menon's (1995) and Spreitzer's (1995) models of empowerment, including the placement of concepts relating to the individual in the model. Menon (*ibid.*) classified these as separate to antecedents of empowerment, whereas Spreitzer (*ibid.*) incorporated these into the antecedents of empowerment. Menon (1995) operationalised empowerment as the dimensions of perceived control, perceived competence and goal internalisation, which was different to Spreitzer (1995) who used the Thomas and Velthouse (1990) dimensions of empowerment - impact, meaning, choice and competence. Despite this difference in the operationalisation of empowerment, convergent validity was demonstrated by Menon by testing for correlations between Menon's and Spreitzer's measures of empowerment.

Upon review of Menon's dissertation and the presented results, it appears that there is little difference between the Spreitzer (1995) and Menon (1995) measures of empowerment despite the dimensions varying in name, number and items. From his research, Menon concluded that empowerment was a distinct concept from delegation, self-efficacy, and intrinsic task motivation. How he was able to draw the conclusions regarding self-efficacy and intrinsic task motivation is difficult to determine, considering the fact that Menon's measure of empowerment demonstrated convergent validity with Spreitzer's measure of empowerment. Spreitzer's measure is predicated on the dimensions of impact, choice (self-determination), competence and meaning and she asserts that 'empowerment' is intrinsic task motivation. Spreitzer *et al.* (1997: p.681) reiterated this notion when they described intrinsic task motivation as the 'very essence of empowerment'. Therefore, it seems that Menon's (1995) work contributed to the validation of Spreitzer's (1995) general conceptual framework of empowerment which consisted of three basic components: antecedents of empowerment, empowerment and its dimensions, and outcomes of empowerment.

Thus, a major finding of this general review of the literature and the SLR was a validated conceptual framework of empowerment consisting of the three basic components - the antecedents of empowerment, the concept of empowerment, and outcomes of empowerment. Both the antecedents of empowerment and outcomes of empowerment have been classified into those that pertain to the organisation or the individual, and empowerment has been operationalised by using the Thomas and Velthouse (1990) dimensions of empowerment - meaningfulness, choice, competence and impact. It has the capacity to be applied to the gamut of organisational types as it relies on the notion that empowerment forms part of a psychological construct and is therefore not contextually specific. Figure 3.5 provides a diagrammatic representation of the identified conceptual framework of empowerment.

Figure 3.5: Empowerment: a conceptual framework consisting of antecedents, empowerment dimensions, and outcomes



Source: Adapted from Spreitzer (1995)

A conceptual framework of empowerment that can be applied to organisations in general, including those in the hospitality industry, has now been identified within the literature. The thesis will continue with the presentation of a synthesis of the hospitality-based research of empowerment into that conceptual framework of empowerment.

4.0 Empowerment research in hospitality

The previous section has presented the conclusions of the general literature review and the more specific SLR with particular reference to the definition, dimensions and conceptual framework of empowerment. It was identified that there is a growing consensus regarding the conceptualisation of empowerment and that there is also a growing body of literature which relied on this conceptualisation. The purpose of this section is to provide an overview of the hospitality-based empowerment literature in the light of this framework, in order to develop a research agenda for empowerment for future hospitality researchers. The results of the SLR of the research of empowerment which is principally hospitality-based are located in Appendix Two.

4.1 The understanding of empowerment in hospitality-based research

The literature review identified that Lashley has contributed substantially to the hospitality-based empowerment research, specifically in the U.K.. His latest work (1997) was the culmination of various research projects since the mid-1990's, including the analysis of empowerment programs in organisations such as McDonald's, Harvester Restaurants and Marriott Hotels. In totality, his work has been influential for other hospitality researchers such as Hales and Klidas (1998), Maxwell (1997) and Erstad (1997). Its focus has not been so much on the identification of the attributes, or dimensions, of empowerment, but rather on developing a greater understanding of the various ways in which empowerment is implemented in hospitality organisations.

The aim of Lashley's initial work (Lashley and McGoldrick, 1994: p.25) was to 'critically analyse in some depth the development of the "models" of empowerment as theoretical, empirical and practical constructs and assess the value of these models in defining the extent and form of empowerment in the hospitality business'. In this research, Lashley and McGoldrick referred to Bowen and Lawler's (1992) work in detail, but did not refer to what were already important pieces of research on empowerment (Kanter, 1983, 1989; Block, 1986; Conger and Kanungo, 1988; Thomas and Velthouse, 1990). In later work, Lashley (1995a, 1995b, 1996 and 1997) addressed this oversight and referred to these works more frequently and consistently.

Lashley and McGoldrick (1994) focussed on the 'contingencies of empowerment', which was a term used by Bowen and Lawler (1992). The contingencies were the production line approach and, what can be described as, the state of 'empowerment'. Lashley and McGoldrick (1995) elaborated upon this model and proposed that empowerment exists through five dimensions, typified by levels of employee involvement:

1. task dimensions - with high discretion;
2. task allocations - with high involvement;
3. power - able to influence the direction of policy;
4. commitment - participating in decisions; and
5. culture - trust oriented.

The model appears to be quite different from those which have been developed in other research projects of empowerment, and focussed on a range of variable types. For example, commitment and power can be viewed as psychological concepts; culture as an environmental concept; and task allocations and dimensions as operational concerns. At first glance, it appears that the model is incongruent with the 'Conger and Kanungo (1988)/Thomas and Velthouse (1990)' conceptual framework developing in the mainstream empowerment literature at the same time. The inclusion of control and power as dimensions of empowerment illustrated that Lashley and McGoldrick (1994), despite being seemingly ignorant of this conceptual framework, were addressing similar concerns to those of, for example, Conger and Kanungo (1988) and Thomas and Velthouse (1990).

Lashley and McGoldrick (1994) have, it seems, been influenced by Sternberg (1992). Sternberg's approach was concerned with building management's trust in frontline employees by offering them more control, particularly in relation to decision making, both routine and policy. This approach was offered as a guide for hotel managers when implementing an empowerment program to improve organisational outcomes, specifically operational efficiency, employee productivity and guest satisfaction.

Sternberg (1992: p.70), perhaps unknowingly, contributed to the validity of the Conger and Kanungo (1988)/Thomas and Velthouse (1990) framework by predicting that 'employees, particularly middle-level managers, strongly believe that they are competent to make certain decisions - decisions that currently require a supervisor's approval'. This prediction is reminiscent of the self-efficacy dimension of empowerment proposed by Thomas and Velthouse (1990), and this notion became an underlying theme for Lashley and McGoldrick (1994) and, later, for Lashley (1995a, 1995b, 1996, 1997).

Prior to Sternberg's work on empowerment, there was little mention of the concept of empowerment in relation to frontline hospitality workers. Bowen and Lawler (1992) published their work at the same time, and empowerment was now related to a group of individuals who seemingly had little organisational control, but had the capacity to affect customer satisfaction and ultimately profitability. Research in the U.K. (Jones and Davies, 1991) had previously focussed on the empowerment of general managers in four star hotel properties, as these researchers believed that empowerment would become an important factor in the management of hospitality operations in the 1990's.

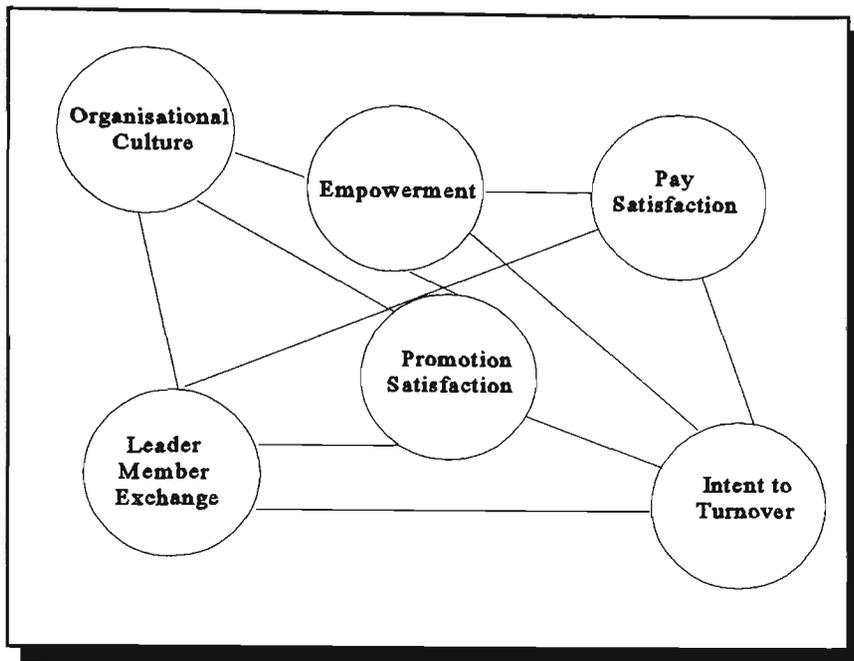
Sparrowe's (1994) approach to the study of empowerment in hospitality organisations was a contrast to previously completed work by such researchers as Lashley and McGoldrick (1994) and Sternberg's (1992). Sparrowe's (*ibid*) research of empowerment in 33 hospitality organisations differed in a number of key areas as it:

- was quantitative in its methodology;
- sought to measure empowerment as a psychological construct;
- was explicit in its reliance on the Thomas and Velthouse (1990) model of empowerment; and
- hypothesised relationships between important concepts in hospitality organisations and research.

His work focussed upon identifying the importance of organisational variables on the state of empowerment, but as discussed earlier his work has been largely ignored in the hospitality-based research of empowerment.

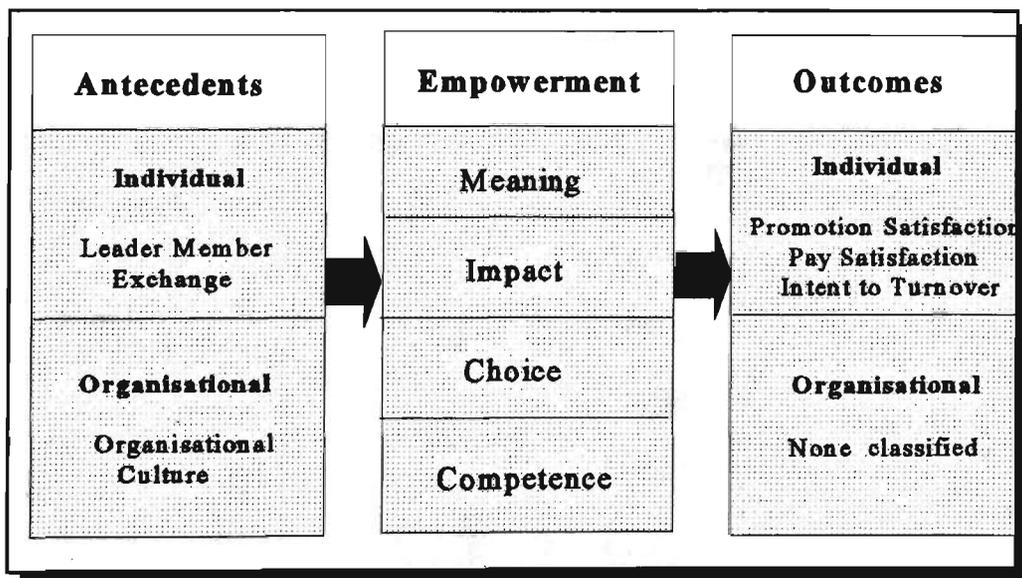
Superimposing Sparrowe's (*ibid.*) research onto the identified conceptual framework of empowerment by classifying each of the variables Sparrowe hypothesised to be related to empowerment, provides what Spreitzer (1995) would describe as a 'partial nomological network' of empowerment. To illustrate this, Figure 4.1 presents Sparrowe's conceptual framework and hypotheses as he developed them. Figure 4.2 then demonstrates Sparrowe's set of relationships superimposed onto the identified conceptual framework of empowerment.

Figure 4.1: Structural model of empowerment



Source: Sparrowe (1994)

Figure 4.2: Superimposing Sparrowe's (1994) structural framework onto the identified conceptual framework of empowerment



Source: author

Much of the research on empowerment in hospitality organisations focussed on the opportunities empowerment provides frontline employees in relation to decision making associated with the tasks they perform (Lashley 1995a, 1995b; Ashness and Lashley, 1995; Lashley and McGoldrick, 1994; Maxwell, 1997; Erstad, 1997). Hales and Klidas (1998) presented 'choice' as a facet of empowerment whereby employees have increased control and decision making in relation to their immediate tasks. Hales and Klidas (*ibid.*) differentiated 'choice' from 'voice', as they considered that 'choice' represents the degree to which an employee is permitted to respond to the demands of the job itself, compared with 'voice', or the degree to which an employee participates in the decision making processes at the organisational level.

It is generally this 'choice' that is observed in the hospitality-based empowerment literature. For example, Maxwell (1997) ascertained that in the Glasgow Marriott Hotel, frontline employees made decisions when confronted with customer complaints and problems. Similarly, Ashness and Lashley (1995) identified employees at Harvester Restaurants feeling that they had job autonomy via increased responsibility and a greater involvement in the decision making process in the tasks they performed. Hales and Klidas (1998) concluded that there was little empirical evidence of 'voice' in the hospitality-based empowerment literature.

Lashley (1995) highlighted the limited discretion which management was able to exercise, in a McDonald's Restaurant case study. It was identified that these employees were given added responsibility through 'responsible autonomy'. They were afforded the freedom to proceed with their tasks with a minimum amount of supervision, but it was not identified whether they contributed to the decision making process in relation to the organisational charter or policy. Erstad (1997) suggested that in an empowered organisation, the delegation of decision making is accompanied by some enlargement of employees' responsibility. She further suggested that this has certainly been the case in the hospitality industry where employees have acquired more responsibility, but the issue as to whether this acquisition is voluntary or forced was not addressed.

Maxwell (1997) commented that in a number of descriptions of empowerment, a 'key tenet' is the new responsibility employees have when the decision making process is devolved to them. In the hospitality industry, there is the deliberate push to have frontline employees make more decisions which directly impact upon customer satisfaction levels. Evidence of this notion of increased responsibility with the devolving of decision making is also found in the work of Ashness and Lashley (1995) and Hales and Klidas (1998).

Therefore, it seems that empowerment provides frontline employees, in particular, greater levels of decision making discretion in the workplace. Accompanying these greater levels of discretion it is hoped that organisational performance is improved, and in particular, profitability. However, Maxwell (1997) cautioned the reader, after providing empirical evidence, that empowerment can have other effects that are not necessarily positive. She noted that when an 'empowerment program' was initially implemented at the Glasgow Marriott, frontline employees began to make decisions that were often inappropriate, and at times expensive. Lack of management control was blamed for such negative effects which then prompted management to improve the clarity of employees' roles and the boundaries within which they were able to work.

This paradoxical aspect of empowerment, where greater control of organisational outcomes is required when increasing the level of discretion employees have in relation to decision making, was a concern to Ashness and Lashley (1995) and Maxwell (1997). Ashness and Lashley (1995) also observed another paradoxical aspect of empowerment when they concluded, from their McDonald's case study, that the culture of the organisation, even after the introduction of an empowerment program, was still 'control oriented'. This is incongruent with Lashley and McGoldrick's (1994) model of the contingencies of the dimensions of empowerment where an empowered organisation exhibits a culture of trust, and not control.

4.2 Antecedents of empowerment

Spreitzer's (1995) 'Partial nomological network' (see earlier) of empowerment provided not only a theoretical framework for empowerment, but a range of related concepts that, through research of the literature, Spreitzer hypothesised impact on the degree, or level, of empowerment experienced by an individual. These types of concepts, or variables, were termed antecedents of empowerment by Spreitzer (1995) and also by Sparrowe (1994). Spreitzer (1995) refined the term by classifying the concepts as those that were considered to be either organisational, or those that management has control over, or individual. Similarly, it could be argued that when Sparrowe (1994: p.52) identified leader-member exchange (LMX), a theory 'of the dyadic relationship between superiors and sub-ordinates', as a concept associated with empowerment, he identified what Spreitzer (1995) would later classify as an individual antecedent of empowerment.

In research of empowerment in the field of hospitality, a focus on the organisational antecedents of empowerment is evident. Lashley (1997) itemised a range of management initiatives that have been used in hospitality organisations to introduce, or improve the level of, empowerment in an organisation. These included employee ownership schemes, restructuring of the organisation, quality circles, team briefings and employee directorships. Empirical evidence of these initiatives is provided, for example, in the Marriott group of hotels, ITT Sheraton, or the Carlton-Ritz Hotel in New York.

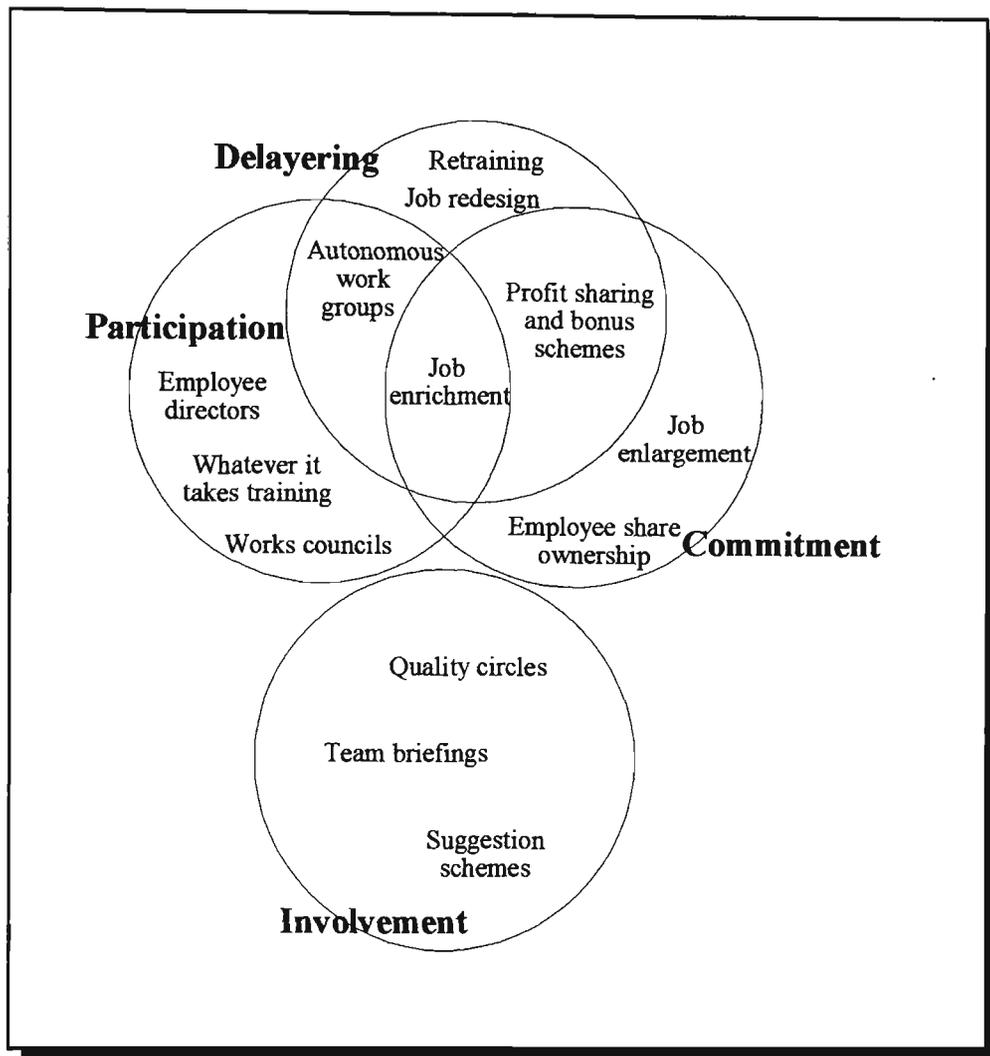
These methods, or modes of empowerment, as Collins (1996) has described them, have been classified using a number of criteria. For example, Hales and Klidas (1998), in their study of 10 five star hotels in Amsterdam, used a typology of worker participation advanced at the 1975 OECD Worker Participation Conference. This typology analysed the degree to which the method of implementation of participation related to either the organisation's charter or the specific tasks performed by employees. Alternatively, Honold (1997) categorised the modes of empowerment into those of collaborative work and those of structural or procedural change.

Lashley (1997) has provided a typology of empowerment, based on the ways in which an organisation can introduce empowerment, and called them managerial meanings of empowerment (1995a; 1997). Lashley presented the typology of the various modes based on four general management initiatives:

- *empowerment through participation*, where participation is characterised by employees being delegated various levels of decision making, predominantly in the tasks performed and to a lesser degree in non operational decision making issues;
- *empowerment through involvement*, whereby employees' suggestions and feedback at all levels of the organisation are welcomed. Their involvement is voluntary and management generally makes the final decision regarding the problem;
- *empowerment through commitment*. This type of empowerment is characterised by management encouraging employees to take responsibility 'for their own performance and its improvement' (Lashley, 1995a: p.30); or
- *empowerment through delayering*, whereby the organisational structure is altered to become wider and flatter with fewer tiers than before the restructuring.

Figure 4.3 provides an overview of Lashley's typology with an itemisation of the various modes of empowerment.

Figure 4.3: Adaptation of Lashley's (1995a, 1995b, 1996 and 1997) typology of empowerment



Source: author based on Lashley (1995a, 1995b, 1996 and 1997)

Lashley's (1997) contribution in classifying how empowerment can be introduced into an organisation summarised and categorised a range of management strategies that have been used to introduce empowerment into hospitality organisations. It drew upon his previous work (1994, 1995a, 1995b and 1996), as well that of Sternberg (1992), Jones and Davies (1991), Brymer (1991) and Lashley and McGoldrick (1995).

Hales and Klidas (1998) extended this list of variables by suggesting that there is a number of other variables that will impact on the level of empowerment in hospitality organisations, including the organisation's culture, and recruitment strategies. Similarly, Erstad (1997) identified a number of variables that researchers have considered to affect the level of perceived empowerment in an organisation, including:

- organisational structure;
- the level of vertical communication;
- reciprocal trust between management and employees;
- commitment and participation by top management; and
- training and development.

Erstad (1997) further suggested that customer education regarding the boundaries within which the employees now operate in an empowered organisation is vital to the success of the program. This is an unusual, but in some cases it may be a pertinent, antecedent of empowerment that, to date, has not been included in discussions by other researchers.

4.3 Outcomes of empowerment

Within the hospitality-based empowerment literature, it is improved productivity, operational efficiency and profitability that have been accepted as desired outcomes of empowerment. This may stem from Sternberg's (1992) methodology for hotel managers, of how to improve these organisational outcomes through empowerment. Sparrowe (1994) is apparently, in the published literature, the only researcher who hypothesised and quantified relationships between frequently desired outcomes of empowerment, namely a reduction in the intention to resign (or in Sparrowe's words 'intent to turnover'), pay satisfaction and pay promotion.

TQM is one organisational outcome that has been associated with empowerment where it is frequently observed that self-managed teams are offered degrees of empowerment to co-ordinate their task(s)' completion (Ingram, 1997). In this instance though, the organisational structure is altered to maximise the capacity of the individual by allowing employees to control the outcomes of their tasks whilst working in small teams. Lashley (1995a) has also contributed to the notion that, in the hospitality industry, management is largely concerned with the effect empowerment can have on service quality and TQM. Breiter and Bloomquist (1998), in a survey of American hotels, found that empowerment was related to TQM programs that were both successful and unsuccessful. An association between empowerment and TQM has frequently been discussed but the nature of the relationship, it seems, has not been fully determined within the literature.

Lashley and McGoldrick (1994) and Ashness and Lashley (1995) concurred that it is improved service quality and increased service productivity that are important outcomes of an empowerment program, and they related this to gaining a competitive advantage. Hales and Klidas (1998) suggested that when organisations maintain in their communications they are employing 'empowerment' to provide high quality service management, it is more often the case that this type of communication is rhetorical rather a genuine effort to improve the quality of employees' satisfaction or work environment. They further suggested that implicit in this type of communication, is that such an organisation really seeks to improve employee productivity, operational efficiency, sales and ultimately profitability.

Through empowerment, management often seeks to control the patterns of overt behavior and attitudes of organisational members. Hales and Klidas (1998), for example, viewed empowerment programs as seeking to engage employees at an emotional level in order to gain commitment to both the task and the organisation. It is through these higher levels of commitment that increased levels of employee motivation are anticipated. There have been a number of relationships proposed between motivation in a work context and various other organisational concepts, including absenteeism, and turnover (Deery and Shaw, 1997). Sparrowe (1994) hypothesised a relationship between the intention to change organisations (intent to turnover) and empowerment, with Sparrowe operationalising the type of the motivation in the work context as 'intrinsic task motivation', which was based on the Thomas and Velthouse (1990) conceptualisation of empowerment.

Employee patterns of overt behavior and attitudes have been categorised by Cooke and Rousseau (1988) into a model of organisational culture, and changing the organisation's culture has, it seems, an important relationship with empowerment. Erstad (1997: pp. 325-326) devoted a substantial section of her recent journal article to 'creating an empowerment culture' and suggested that within an organisation there may be subcultures based on the degree to which empowerment is adopted. Similarly, Maxwell (1997) provided a 'Model of Contextual Empowerment' with organisational culture as a major component. Despite Maxwell's lack of exploration of the conceptual framework of organisational culture, there does appear to be some validity in the association.

4.4 A conceptual framework of empowerment with a hospitality focus

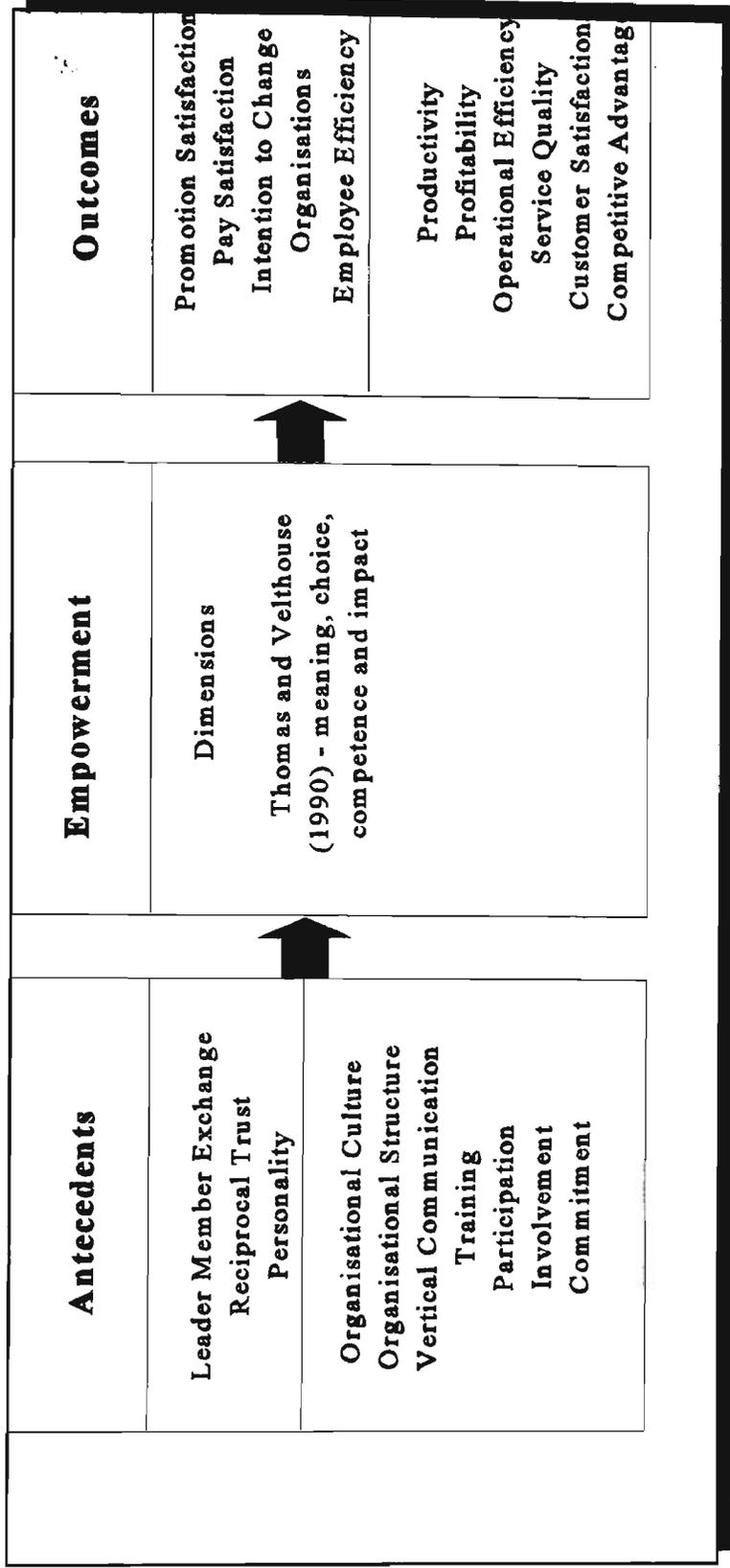
The SLR identified many managerial concepts associated with empowerment by hospitality researchers, including TQM, organisational culture and improved customer service. A summary of such concepts and the researchers who suggested the associations is presented in Table 4.1, with the author of this thesis having classified them as antecedents or outcomes of empowerment in organisations. The table has been compiled from the SLR and in particular, Appendix Two. By further placing the hospitality-based empowerment literature into the conceptual framework identified in the Chapter Three, (see Figure 4.4 for a diagrammatic representation of the results of this process), the research's value is more apparent. The gaps can be more easily identified and a research agenda can be formulated to address these gaps, which is the focus of Chapter Five of this thesis.

Table 4.1: Abridged SLR of hospitality-based research - focussing on associated managerial concepts

Author(s) and Year	Antecedents of Empowerment	Outcomes of Empowerment
Ashness and Lashley 1994	a) organisational culture b) organisational structure	a) organisational culture b) customer satisfaction c) improved service quality d) reduced labour turnover ✓
Bowen and Lawler 1992	a) three options of how to empower: 1 - suggestion involvement 2 - job involvement 3 - high involvement b) organisational culture c) suitable personality types	a) organisational culture
Brymer 1991	a) delayering	a) customer satisfaction b) employee motivation
Erstad 1996	a) leadership b) vertical communication	a) organisational culture b) competitive advantage
Hales and Klidas 1998	not identified	not identified
Ingram 1997	a) team working and self managed teams	a) quality assurance and TQM) b) performance improvement c) improvement in customer satisfaction
Jones and Davies 1991	a) corporate culture b) HRM c) organisational policy	a) corporate culture b) performance quality
Lashley 1995a	'modes' of empowerment	a) service quality management
Lashley 1995b	a) commitment b) culture	a) service quality management
Lashley 1996, 1997	See results of Lashley, 1995a; 1995b; with Ashness, 1994; with McGoldrick, 1995.	
Lashley and Mc Goldrick 1994	a) organisational culture b) contextual differences	a) service quality b) improved 'bottom line' c) organisational culture
Maxwell 1997	a) rewards b) delayering	a) organisational culture b) service quality c) TQM
Parsons 1995	a) employee training and development	a) improved competitive longevity b) service culture
Sparrowe 1994	a) leader member exchange	a) organisational culture b) increased satisfaction with pay c) increased satisfaction with promotions d) reduced turnover intentions ✓
Sternberg 1992	a) trust	a) increased customer satisfaction b) increased employee efficiency and morale c) improved profitability

Source: author, abridged from the SLR; Appendix Two

Figure 4.4: Hospitality research: placed into a conceptual framework of empowerment



Source: author

4.5 Gaps in the hospitality-based research

The relatively little published research on empowerment in hospitality organisations (see Appendix Two) has generated a substantial amount of information on empowerment, but it is the arrangement of this information that is problematic. It has been disorganised with seemingly little co-ordination. In effect, this has presented the research as separate modules rather than as parts that add incremental value to a conceptual framework of empowerment in hospitality organisations. This thesis has synthesised the information extracted from the research into a tenable conceptual framework of empowerment (see Figure 4.4).

This section presents the identified gaps in the hospitality-based research, in order to develop a research agenda for the study of empowerment in hospitality organisations.

The gaps are presented in three sections:

- Section 4.5.1 Dimensions and measurement of empowerment;
- Section 4.5.2 Antecedents and Outcomes of empowerment - identification and measurement; and
- Section 4.5.3 Application of a validated conceptual framework of empowerment to hospitality organisations.

4.5.1 Dimensions and measurement of empowerment

Similar to many other disciplines, research in hospitality has been lacking in its formal contribution to the identification of the dimensions, and subsequent analysis of those dimensions, of empowerment in organisations. The research for this thesis identified that ‘empowerment’ was successfully operationalised by Spreitzer (1995, 1996) and Spreitzer *et al.* (1997) using the Thomas and Velthouse (1990) dimensions of empowerment, and the SLR identified Sparrowe (1994) as the only hospitality-based researcher who has contributed to the validation of these dimensions. Lashley’s work, for example, despite making a contribution to the understanding of empowerment in hospitality organisations, did not make a formal contribution to the dimensional analysis of ‘empowerment’, particularly its operationalisation and measurement in hospitality organisations. This is considered by the author of this thesis, to be a noticeable gap in the hospitality-based research of empowerment.

Despite the fact that hospitality research has contributed little to the formal identification of the dimensions of empowerment, hospitality researchers may benefit more by contributing to the investigation of the validity of Thomas and Velthouse’s (1992) identified dimensions of empowerment, rather than specifically searching for different, or new dimensions of the concept. This is not to suggest though, that hospitality researchers should abandon the identification, analysis or observation of dimensions of empowerment other than those proposed by Thomas and Velthouse (1990), as this research may provide a greater understanding of the concept in hospitality organisations.

A substantial research gap is the measurement of empowerment in hospitality organisations, particularly in the light of the general attention empowerment has been given in, for example, the accommodation sector of the industry. Further, the research completed for this thesis did not identify the existence of a measure of empowerment specifically designed for the hospitality industry.

4.5.2 Antecedents and outcomes of empowerment - identification, categorisation classification and measurement

In this area of the conceptual framework of empowerment, there is the need for the identification of a more comprehensive range of antecedents and outcomes of the concept in hospitality organisations. The SLR identified a number of concepts, both in the hospitality and non-hospitality literature, which have been associated with empowerment. In the hospitality literature, these concepts include reciprocal trust, organisational culture, organisational structure, pay satisfaction, employee efficiency, profitability, productivity, customer satisfaction and service quality. These types of concepts have been categorised as either antecedents or outcomes of empowerment, which have been further classified as individual or organisational (see Figure 4.4 which depicts the conceptual framework of empowerment in the hospitality-based research reviewed for this thesis). This range of antecedents and outcomes of empowerment is clearly not exhaustive, and thus further research to identify other antecedents and outcomes of empowerment is required.

What has also been evident is that there is some confusion as to whether, for example, organisational culture is an antecedent or outcome of empowerment. In the instance of organisational culture, it is perhaps necessary to classify the type of culture(s) under analysis. For example, an organisation may seek to change a 'people/security' culture (Cooke and Rousseau, 1988) to a 'satisfaction' culture (*ibid.*) through empowerment. Thus, a validated conceptual framework of empowerment may indeed demonstrate that organisational culture is both an antecedent and outcome, by specifying the type of organisational culture under analysis. In this way, the conceptual framework is less ambiguous. Further research is also required to classify the antecedents and outcomes of empowerment as being at the organisational or individual levels.

To further refine the research in this particular area, the identification of appropriate measures for each of the identified antecedents and outcomes of empowerment would be advantageous for future researchers of empowerment. Identifying, or if required developing, measures that demonstrate validity for each of the antecedents and outcomes of empowerment, will assist future researchers of empowerment in hospitality organisations to generate research which is expedient and reliable. The use of recommended measures for these concepts will also standardise aspects of the research, and provide information that can be compared with confidence.

4.5.3 The application of a validated conceptual framework of empowerment to hospitality organisations

A major gap in the hospitality-based research is that there has been little empirical investigation to measure the relationships between empowerment and other organisational concepts. In particular, there is a need to research empowerment more objectively using quantitative analysis. Sparrowe (1994) quantified the relationships between empowerment, pay satisfaction, and intention to change organisations, but no other research of this type has been undertaken in the hospitality-based research of empowerment.

Determining causal relationships between antecedents of empowerment, empowerment and outcomes of empowerment in hospitality organisations will fill a major gap in the research. The causality of the relationships, although very difficult to determine, is important as not only will this assist industry in the application of the concept, but it is central to the proposed conceptual framework, as it relies on a sequence and organism, described as an S-O-B-C model (see Section 3.3). This line of research should include an identification of the influence which specific antecedents have on specific dimensions and/or outcomes of empowerment.

To further capitalise on the development and validation of the conceptual framework of empowerment for hospitality organisations, longitudinal research is recommended as there has been little published material documenting the implementation and measurement of empowerment in hospitality organisations over a period of time [See Thorlakson and Murray (1996) for an example of longitudinal research of empowerment in a service organisation]. Research is also lacking which attempts to compare the effects of empowerment within, and between, the various types of hospitality organisations, or levels and departments in hospitality organisations. These types of research will assist hospitality managers to more effectively select empowering interventions most appropriate for their organisations.

It is currently difficult to undertake rigorous research which applies a conceptual framework of empowerment, as the research gaps identified in Sections 4.4.1 and 4.4.2 severely constrain the development of such research programs. Thus, addressing the particular research gaps in relation to the dimensions, antecedents and outcomes of empowerment will play an integral role in filling the research gaps of this particular section.

The identified conceptual framework of empowerment for hospitality lends itself to a great deal of research, when it is used in its entirety or as separate components. Research, which is developed within this tenable conceptual framework, will optimise its contribution to the further validation, and refinement, of a conceptual framework and its components. Ultimately, this continuing process will contribute to the understanding of empowerment in hospitality organisations. The thesis continues with the presentation of the research agenda which has been designed to specifically address the research gaps discussed in this chapter.

5 A research agenda for the study of empowerment in hospitality organisations

In the previous chapters, an analysis and synthesis of the empowerment literature has been undertaken. What has been identified is that there has been relatively little published research which is hospitality focussed, but that from this research, a considerable amount of information has been generated on empowerment by hospitality researchers. Despite this conclusion, the incorporation of this information into a validated conceptual framework of empowerment has been poor and as a consequence, hospitality-based researchers of empowerment have made little formal contribution to the incremental development of a such a conceptual framework, or its application in hospitality organisations.

This chapter presents a research agenda for the study of empowerment in hospitality organisations predicated on a 'generic' conceptual framework of empowerment, and is composed of a number of research aims. The earlier aims relate to the separate components of the framework of empowerment, with the latter aims capitalising upon the results of these preceding research aims. A research approach for each aim is recommended based on the information provided in the SLR and its particular focus on the empirical evidence of empowerment in organisations.

5.1 Overall research objective

The recommended objective of future research of empowerment in hospitality organisations is to undertake research that has a holistic effect - research projects undertaken in the future should contribute to the understanding of empowerment in the field of hospitality and to the incremental development and validation of a conceptual framework of empowerment. The continual refinement of such a framework will assist hospitality managers, who choose to use empowerment as a management tool, to plan, implement and evaluate such programs more objectively than has been done in the past.

5.2 Dimensional analysis of empowerment

5.2.1 Identification of the behavioral characteristics of empowerment

In this area, the aim is to identify the types of behavior that are representative of the dimensions of empowerment in hospitality organisations. Working within the identified 'generic' conceptual framework of empowerment, it is the behavior characterised by meaningfulness, choice, competence and impact (Thomas and Velthouse (1990) that requires identification.

To achieve the research aim, it is recommended to undertake qualitative research by conducting focus groups with both management and non-management personnel from a range of hospitality sectors and organisations. The sample, of both management and non-management personnel, is recommended as it is considered that they will provide the researcher(s) with information which is more representative of the state of empowerment in hospitality organisations, as it originates from a wider cross-section of those employees. Frontline employees, though, should be a predominant proportion of the sample due to the focus of attention they have received in hospitality organisations and within the literature in relation to empowerment. Analysis of the data will then provide information relating to the perceived behavioral characteristics of empowerment of frontline staff and management.

The researcher(s) then will be able to observe any differences in the two groups and draw conclusions from the results. They will also be able to generate a range of statements that can be included in a quantitative measurement instrument of empowerment based on the Thomas and Velthouse (1990) model of empowerment.

5.2.2 The development of a valid measurement instrument of empowerment specific to hospitality organisations.

Progressing from the research aim in Section 5.2.1, the researcher(s) will be able to use the data to generate questionnaire items for a quantitative measurement instrument of empowerment, if they have not done so already. Menon (1995: p.67), after generating a 'pool of items for possible inclusion' in a measurement instrument of empowerment, provided a description of the process he used to develop his measure of empowerment which included the following stages:

- an expert review of the generated items;
- a check for social desirability;
- the selection of the sample and determination of sample size;
- item analysis and refinement - focussing on significant differences and correlations;
- an investigation for latent factors underlying the items by using factor analysis;
- dimensionality analysis to identify the relationships between the dimensions of empowerment and the sequence in which they exist by using Structural Equation Modelling (SEM), which Hair, Anderson, Tatham and Black (1995: p. 622) stated is capable of estimating 'multiple and interrelated dependence relationships and has the ability to represent unobserved concepts in these relationships';
- an investigation of the validity of the measure by demonstrating convergent and discriminant validity; and
- a test for reliability using the test-retest procedure.

The author of this thesis recommends that the additional test for face (content) validity be undertaken where it is recommended that both academic and industry personnel be included in the sample of reviewers. It is also recommended that to demonstrate convergent (criterion) validity, or where a concurrent or predictive test with a previously validated measure is demonstrated, the measures of Lee (1988), Tymon (1988), Sparrowe (1994), Spreitzer (1995), and Menon (1995) be considered for this purpose.

Similarly, it is recommended that to test for discriminant validity of the overall measure, the helplessness scale (Ashforth, 1989) is appropriate as it is a validated measure which epitomises the antithesis of the concept of empowerment (Menon, 1995). It is also recommended that to test for discriminant validity, or internal consistency, of the dimensions of the measure, Cronbach's alpha be used; and to test the reliability of the measure, testing sub-groups in the sample be also considered as a methodological option, depending on the nature and size of the sample.

5.3 Antecedents and outcomes - identification, categorisation, classification and measurement

5.3.1 Identifying a comprehensive range of antecedents and outcomes of empowerment

The suggested research approach for this aim is to review exhaustively the hospitality-based empowerment literature. The sample for the review is both the published literature and unpublished hospitality-based empowerment literature. Unpublished doctoral dissertations and conference proceedings that were not available for this thesis, in particular, are examples of the type of literature that will contribute to the quality of the exhaustive review. The preferred methodology for review of the literature is semi-quantitative, using content analysis to elicit the key themes in text via the identification of the distribution of words in the text under examination. Kabanoff (1991: p.1) described content analysis as usually involving 'counting or some other quantifying of the presence of some 'target' words or themes written in the text', and Nudist is an example of a software package that improves the efficiency of analysing text-based data.

A contingent approach to achieving this research aim is to conduct focus groups, consisting of qualified participants, to elicit associated concepts of empowerment in hospitality organisations. Developing a set of criteria for participant qualification is thus required, and it is obvious that this research methodology requires the communication, very clearly, of the term 'empowerment' to ensure a level of standardisation in the research project. It may at this point be necessary to provide participants with specific examples of 'empowered behavior' in hospitality organisations to reduce the possibility of response bias. Using the items generated for the measurement instrument (see section 5.2) may be useful at this point as the participants may find it easier to identify the antecedents and outcomes of those specific statements, rather than the overall concept of empowerment.

5.3.2 Categorising the concepts identified in Section 5.3.1 into antecedents or outcomes of empowerment

To improve the efficiency of the research agenda, it is recommended to combine this research aim with the previous research aim, but conduct focus group sessions that concentrate on either the antecedents or outcomes of empowerment. In this way the concepts identified in each of the focus group sessions can be categorised as antecedents or outcomes of empowerment. There may be some concepts, like organisational culture, that are identified to be both antecedents and outcomes of empowerment. In this instance, further research which operationalises the concepts more precisely is required.

It is recommended that the same criteria be used to select the participants for these particular focus groups as in Section 5.3.1. Considering that empowerment programs have generally been directed toward the frontline employee in the hospitality industry, it is suggested that the qualified participants of the focus groups, which concentrate on the antecedents of empowerment, be frontline employees. Similarly, as it is generally accepted that management is the initiator of empowerment programs, managers in hospitality organisations are considered to be appropriately qualified to participate in focus groups which concentrate on the outcomes of empowerment.

5.3.3 Classifying the antecedents and outcomes of empowerment into those that are organisational or individual

It is recommended that the research approach for this aim is to initially conduct focus groups, consisting of similar, if not the same, participants as for the research aims outlined in Sections 5.2.1 and 5.2.2, to classify the antecedents and outcomes of empowerment into those that exist at the organisational or individual level. It is further recommended to review the literature, including that from the disciplines of psychology, organisational behavior and hospitality management, to assist in the classification of each of the identified concepts so that the results are formulated upon a sound theoretical base.

5.3.4 Identifying and/or development of valid measures for the identified antecedents and outcomes of empowerment

To achieve this research aim, it is suggested to, firstly, analyse research which has empirically investigated empowerment in organisations to identify if any of the range of antecedents and outcomes identified in Sections 5.3.1, have already been included in a research project. Using the results of the SLR, such research projects can be readily located including the work of Lee (1988), Tymon (1988), Sparrowe (1994), Menon (1995), Spreitzer (1995), Thorlakson and Murray (1996) and Spreitzer (1997). A closer analysis of the research processes used in these projects will provide details of any measures of concepts that have, via this thesis, been identified as antecedents or outcomes of empowerment.

In the event of this review yielding inappropriate results for this research aim, a wider review of the literature, particularly in the psychology, organisational behavior and management disciplines, is then recommended. Where it is identified that no measure of specific antecedents or outcomes of empowerment exists, a further review of the conceptual frameworks of each of these concepts is recommended, to identify if there is the existence of a measure which is the antithesis of the particular concept under review. If such a measure exists, it can be adapted for the particular antecedent or outcome under review. Spreitzer (1995), for example, used this technique to develop the questionnaire items for 'impact' by using Ashforth's (1989) helplessness scale, and the preferred development and validation process for a concept's measure has been discussed in section 5.2.

5.4 Researching empowerment in hospitality organisations within the conceptual framework

Amalgamating the results of the previous research aims proposed in Section 5.2 and 5.3 provides a conceptual framework of empowerment in hospitality organisations consisting of identified antecedents, outcomes, and the dimensions of empowerment itself, which can be described as a ‘nomological network’. The results of the preceding research aims now provide a platform on which to base more advanced research. The following research projects build upon the previous research aims of this agenda and capitalise upon their successful completion.

5.4.1 Identifying the extent to which the four dimensions of empowerment exist in hospitality organisations

A suggested quantitative approach to this aim is to use the validated measure of empowerment (see Section 5.2) in a range of medium to large hospitality organisations. This type of methodology is more appropriate for these types of organisations as the sample size is generally sufficient to produce statistically significant results. This quantitative methodology is also an efficient means of collecting the data when there are large numbers of participants involved in the survey.

A contingent approach to achieving this research aim is to use semi-structured interviews. This qualitative research approach is more appropriate for smaller hospitality organisations, as the total population in these organisations is generally insufficient to warrant quantitative analysis. Using quantitative analysis where the sample size is inadequate can produce unreliable results. It is further recommended that content analysis, a semi-quantitative research technique, be used on the data to ensure that an acceptable level of objectivity is introduced into the research methodology, and to ensure reliable results.

5.4.2 Longitudinal analysis of empowerment in hospitality organisations

The successful completion of research related to the preceding research aim provides the basis for a longitudinal study of empowerment in hospitality organisations. A longitudinal study can be achieved by repeating the research process at specified time intervals during an empowerment program. The results can then provide information regarding the perceived levels of empowerment over a period of time and, depending on the nature of the research, various interrelationships between empowerment and other organisational and individual concepts can also be observed. The use of quantitative or qualitative research techniques is largely dependent on the resulting sample size of participants from the hospitality organisation, which has been discussed in the previous sections of this chapter.

5.4.3 Comparative analysis of empowerment in the various departments, unit locations, or sectors of the hospitality industry

For a comparative analysis within an organisation, e.g., the food and beverage department with the front office department, the successful completion of the research related to the aim outlined in Section 5.4.1, is again capable of forming the basis for this research aim. If the research approach, outlined in Section 5.4.1, is conducted in different sectors of the hospitality industry, e.g., the accommodation sector and restaurant sector, it will form the basis of a comparative study of empowerment between the sectors of the industry. It will be necessary, in the instance of a quantitative research approach, to obtain data from an appropriate number of participants in each of the units of analysis to ensure that comparative analysis is possible and reliable.

5.4.4 Validating a conceptual framework, or 'partial nomological network', of empowerment for hospitality organisations

Subject to the successful achievement of the previous research aims, it is recommended to then demonstrate the construct validity of a hospitality-focussed nomological network of empowerment. Such a network can be developed by amalgamating the results of the previously recommended research aims, but as the resulting network will most likely consist of several elements, to undertake a manageable research project, validating a 'partial nomological network' may be more effective. Spreitzer (1995) used the process by validating a 'partial nomological network' in her empirical piece of research and focussed on specific antecedents and outcomes of empowerment. It is imperative, though, that if this approach is taken all components of the nomological network, i.e., empowerment, antecedents and outcomes of empowerment, are included in the framework.

A contingent research approach to achieving this research aim is to use semi-structured interviews to validate the identified conceptual framework for hospitality organisations. This type of methodology, as discussed previously, is more appropriate in smaller hospitality organisations.

5.4.5 Determinating the effects of management initiatives on specific dimensions of empowerment

The results of the research related to the previously recommended research aims presented in Sections 5.2 and 5.3, will provide the researcher(s) with hospitality specific concepts to include in subsequent research projects which determine the effects specific management initiatives have on specific dimensions of empowerment. Spreitzer *et. al* (1997) undertook such a research project that empirically investigated the effects of specific management initiatives on specific dimensions of empowerment and organisational outcomes using SEM. SEM is an appropriate research methodology for this type of research as it has the capacity to identify and quantify relationships within a given set of variables simultaneously.

5.4.6 Determining the effects of empowerment programs on desired organisational outcomes

One suggested research approach for this aim is to measure the desired outcomes prior to, and at designated times during the execution of an empowerment program in a hospitality organisation. As was recommended in Section 5.4.5, SEM is again a suitable multi-variate research technique for the research methodology. SEM, which also has the capacity to identify unobserved contributing factors other than those in the model, will provide the researcher(s) with the opportunity to define the relationships more precisely.

The SLR identified examples of such effects in which management is interested, including increases in customer satisfaction levels, a reduction in the number of customer complaints, or increases in the organisation's profitability. For example, customer service could be evaluated prior to the introduction of an empowerment program with a validated measurement instrument, and again after a specified time interval.

5.5 Chapter Summary

A substantial component of the solution to this thesis' research problem was the development of a research agenda in which hospitality-based researchers of empowerment could contribute both to the development of conceptual framework of empowerment and the understanding of empowerment in hospitality organisations. This chapter has presented a research agenda which focussed on incrementally developing the understanding of empowerment both within the hospitality environment and as a distinct organisational concept. The thesis will now continue with a discussion of its limitations and suggestions for further research of empowerment beyond what has been identified in the research process of this thesis.

6 Further conclusions and limitations of the thesis

A research agenda has now been developed and presented for future researchers of empowerment in hospitality organisations. It is predicated on the identification of a conceptual framework of empowerment which is composed of the concept of empowerment itself, and antecedents and outcomes of empowerment. As discussed in earlier chapters, this thesis was not presented in the traditional format, and the results and some conclusions of the research have been highlighted where deemed pertinent in the body of the thesis. In addition to these conclusions though, other conclusions have been drawn which have not been stated in the thesis. The purpose of this chapter is to discuss these conclusions and the limitations of this research project.

6.1 Conclusions

The recommended research agenda is based on the analysis of empowerment as a psychological construct, as it has been identified that empowerment is, in essence, a type of employee motivation specific to the work context. In most cases this issue has not been central for researchers of empowerment in hospitality organisations. The research agenda was designed to address this issue and add incremental value to the conceptual framework of empowerment in hospitality organisations.

An integral component of the research agenda is the operationalisation of empowerment - based on the four dimensions initially proposed by Thomas and Velthouse (1990) and predicated on the root constructs of power and control. Sparrowe (1994) has used the dimensions - impact, choice, meaning and competence - to measure empowerment in hospitality organisations, and other researchers of empowerment including Spreitzer (1995) and Spreitzer *et al.* (1997) have also used the dimensions to investigate empowerment empirically within organisations. These particular research projects demonstrate the degree of rigour considered necessary to study such a complex concept as empowerment, and have been referred to when suggesting appropriate research methodologies to address the aims of the developed research agenda.

The research agenda has also been designed so that the research aims specifically related to the dimensions, antecedents and outcomes of empowerment can be achieved as separate research projects. It is in the latter part of the research agenda, after the dimensions, antecedents and outcomes of empowerment have been identified and developed, that the research components can be combined, taking advantage of the results of previous research. In this way the recommended research agenda has been developed to add incremental value to the conceptual framework of empowerment for hospitality organisations.

Other conclusions which have been very important when developing a research agenda of empowerment include that:

- generally, researchers of empowerment were more keen to develop their own interpretation of empowerment than to search the literature for a valid conceptual framework of the concept. This factor explained a great deal of the confusion associated with empowerment in the literature, and the necessity to provide an uncomplicated conceptual framework of empowerment that can be used across organisational types;
- Lashley has contributed substantially to the study of empowerment in hospitality organisations, particularly in the U.K., and his work has been extremely influential for a number of researchers. Unfortunately, Lashley's work requires some assessment, in light of the developments that have been made in the study of empowerment since his era of prolific publication;
- there appears to be a trend within the literature to investigate empirically empowerment in organisations, rather than rely on anecdotes and testimonials (Thorlakson and Murray, 1996). This trend has generated the works of Sparrowe (1994), Menon (1995), Spreitzer (1995, 1996), Thorlakson and Murray (1996), Spreitzer *et al.* (1997) and Boshoff and Leong (1998). It, perhaps, further indicates that empowerment is indeed in the 'evaluation' stage of its development, as discussed in section 3.2, p.16; and

- the frequent association between empowerment and organisational culture requires some further investigation. Many of the researchers whose work was systematically reviewed identified that organisational culture was inextricably linked with empowerment (Nixon, 1994, Maxwell, 1997). The link between the dimensions of empowerment and dimensions of organisational culture, particularly patterns of behavior, requires further explication.

6.2 Limitations

The acknowledged limitations of this thesis include, firstly, that the range and inclusion of material included in the SLR was, to a certain extent, subjective. Articles which demonstrated little bearing on the development of a conceptual framework, or definition of empowerment, despite having 'empowerment' listed as a keyword, were not used in the SLR. In retrospect, these pieces of research may have offered some valuable data to the SLR and perhaps should have been included. The inclusion of these pieces of research in the SLR would improve its comprehensiveness and, it may be argued, that more definitive results would have been produced. Further to this, data bases were used whereby the material within them could be accessed with appropriate timeliness. Literature which was difficult to obtain, particularly unpublished master's and doctoral dissertations, may have provided greater detail of the underlying conceptual frameworks, methodologies, results and conclusions, than did the published literature.

The literature collected included that which was published up until October, 1998. The results of research published after this date have, therefore, not been included in the analysed literature and thus any developments past this date have not been included in the analysis. The work of Holloway (1999) falls into this category. Despite this exclusion, Holloway's research methodology and results appear to support the recommendations of this thesis. Not only does Holloway employ Spreitzer's (1996) generic conceptualisation and operationalisation of empowerment, but Holloway empirically tests levels of empowerment experienced by a sample of hospitality and tourism respondents.

The origin of the hospitality-based empowerment literature was predominantly the U.K., and this may have little bearing on the Australian hospitality industry, which is where the research agenda will most likely be implemented. Whether this research relates to an Australian context is largely unknown, as there are substantial differences between Australia and the U.K. - socio-economically, politically and culturally. On the other hand, there is evidence to suggest that some hospitality-based U.K. literature has been useful in the Australian hospitality industry context, particularly in the area of human resource management.

The frequent citation of the work of the U.K. based Lashley was also difficult to avoid, but there was, it seems, a subliminal attempt to minimise the outcomes of such an over-representation of his work. Consequently, the research agenda developed pivots on a conceptual framework of empowerment that does not originate in the hospitality-based research. The identified conceptual framework of empowerment is one that is generic and can be used across the gamut of organisation types. Other hospitality researchers of empowerment may view this as a limitation of this thesis, but it can also be argued that this research direction will improve the value of hospitality-based research to not only the hospitality organisations, but also to empowerment research in general.

The developed research agenda consists of a number of stages including the identification of a range of antecedents and outcomes of empowerment. Based on these antecedents and outcomes, further research is suggested to quantify these concepts in a network of related concepts and identify relationships between them. One limitation of this phase of the research agenda is that the range of antecedents and outcomes developed may not necessarily be exhaustive. More importantly, the range of antecedents and outcomes may not be enduring over long periods of time, as it is quite possible that they will change in their number and type, largely due to the changing nature of organisations and the environment in which they exist. Thus, a research limitation is that parts of the research agenda, relying on the identified set of antecedents and outcomes, will not be enduring over time.

The author of this thesis has also suggested that hospitality researchers dedicate their efforts to the overall validation of an identified conceptual framework of empowerment, rather than search for, or develop, a different conceptual framework of empowerment. It is acknowledged that this suggestion is prescriptive, and does set boundaries for future researchers of empowerment using this agenda. Similarly, prescribing the use of the Thomas and Velthouse (1990) dimensions of empowerment to operationalise empowerment may inhibit future researchers of empowerment. Menon's (1995) work, for example, despite not being predicated on the Thomas and Velthouse (1990) dimensions of empowerment, has contributed value to a conceptual framework of empowerment. Similarly, Hardy and Leiba-O'Sullivan's (1998) recent work offers an interesting conceptual framework of empowerment on which future research may be predicated.

6.3 Summary

The major product of this thesis was a research agenda for hospitality researchers of empowerment predicated on a generic conceptual framework of the concept. It is by no means exhaustive, but as each of the aims represents one element of a component of the research agenda, it is envisaged that it is realistically achievable.

A valuable 'by-product' of this thesis is the SLR, which will be a functional resource for future researchers of the concept. It provides the researcher with a comprehensive 'map' of a sample of empowerment literature, representative of the plethora of literature on empowerment produced on empowerment over the last decade, in which he/she will be able to identify key issues more expediently, than has been feasible in the past. Further research could be undertaken with the principal source of data being the SLR.

Undertaking research within the framework will improve the effectiveness and efficiency of the research and the consistency between research programs. It is envisaged that the results of pursuing the research agenda will not only improve the understanding of empowerment, but also improve the application of what is a seemingly commendable, and particularly pertinent, management initiative for hospitality organisations.

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Appendices

1.0 Introduction

The following appendices have been offered as a detailed reference to the body of the thesis. They include the results of the SLR and a complete copy of the questionnaire used by Thorlakson and Murray (1996) in their investigation of empowerment in the workplace.

All literature analysed in the SLR is presented in Appendix Three, with the literature identified as being seminal or hospitality-based presented in Appendices One and Two respectively. The systematic literature review identified the composition of each piece of literature specifically in relation to the:

- definition, or understanding of empowerment, used by the researchers;
- concepts associated with empowerment by the researchers;
- managerial concepts focussed upon by the researchers;
- provision of empirical evidence of empowerment by the researchers; and
- assessment of the originality of each piece of literature and the influence it has had in the body of empowerment literature.

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Appendix One:

**SLR of research identified as
seminal**

Table One: Research identified as seminal (presented in chronological order)

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.1 Block 1987	related empowerment to the organisation's politics and its relationship to employees taking responsibility viewed empowerment as a 'state of mind' (p . 64)	control motivation autonomy self-efficacy delegation of authority trust commitment power responsibility	a) organisational culture b) leadership c) middle management d) organisational structure e) entrepreneurial behavior	cited a number of organisations that Block considered were empowered, (based on qualitative analysis) including 1. Ford Motor Company 2. Levi Strauss and Company 3. Finast 4. SAS Airlines	highly original highly influential

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Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.2 Conger and Kanungo 1988	<p>proposed that empowerment can be viewed as a motivational or relational construct with the root constructs of power and control</p> <p>defined empowerment, the motivational construct, as 'a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both formal organisational practices and informal techniques of providing efficacy' (p.474) and as the relational construct empowerment was defined as 'the process by which a leader or manager shares his or her power with subordinates' (p. 473)</p>	<p>control motivation information sharing power</p>	<p>a) positive effects of empowerment</p> <p>b) leadership and management styles</p> <p>c) organisational structure</p> <p>d) rewards</p>	<p>1. cited empirical evidence of empowerment provided by Kanter (1977, 1983)</p> <p>2. Data General (USA, 1981)</p>	<p>highly original</p> <p>highly influential</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.3 Kanter 1989	referred to the concept of intrinsic task motivation but the term 'empowerment' is not listed in the index, nor used in the text	innovation decision making control motivation responsibility power autonomy information sharing commitment	a) leadership b) entrepreneurial behavior c) competitive advantage d) organisational change e) organisational culture f) training programs g) redistribution of power within organisations	provided the results of observation and interview style investigation of organisations that fostered a different style of management in a number of Fortune 500 companies, including 1. Apple Computer 2. Digital Equipment 3. Pacific Telesis 4. Eastman Kodak 5. Western and Delta Airlines, and 6. A. T. & T.	highly original highly influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.4 Thomas and Veithouse 1990	<p>developed Conger and Kanungo's (1988) view of empowerment that empowerment is conceptualised in terms of changes in cognitive variables (called task assessments), which determine motivation in workers' (p. 667-668) and provided a model of empowerment which 'operationalised empowerment in terms of intrinsic task motivation' (p. 668)</p> <p>developed a cognitive model of empowerment with the following elements - interventions, environmental events, behaviour, interpretive styles, global assessments and task assessments.</p> <p>categorised the task assessments into meaningfulness, choice, competence and impact</p>	<p>motivation autonomy decision making self-efficacy delegation of authority power responsibility</p>	<p>a) leadership b) role of employee diversity</p>	<p>cited two empirical studies of interpretive styles and task assessments: Lee (1987) and Tymon (1988)</p>	<p>highly original highly influential</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.5 Bowen and Lawler 1992	<p>provided the definition of empowerment 'as sharing with frontline employees four organisational ingredients:</p> <ol style="list-style-type: none"> 1) information about the organisation's performance 2) rewards based on the organisation's performance 3) knowledge that enables employees to understand and contribute to the organisation's performance and 4) power to make decisions that influence organisational performance and direction' (p. 32) 	<p>control decision making delegation of authority information sharing commitment power responsibility</p>	<ol style="list-style-type: none"> a) customer service management b) costs of empowerment c) three options of how to empower: <ol style="list-style-type: none"> 1 - suggestion involvement 2 - job involvement 3 - high involvement d) organisational culture e) suitable personality types 	<ol style="list-style-type: none"> 1. Club Med 2. Federal Express 	<p>highly original</p> <p>highly influential for researchers of empowerment in service organisations, particularly hospitality industry</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.6 Collins 1994	no definition provided, but viewed the management initiatives of empowerment in the U.K. as being closer to disempowering, than empowering	industrial democracy redistribution of power	a) employee participation	not provided, purely theoretical	original influential in the U.K. research of empowerment

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.7 Lashley and McGoldrick 1994	defined empowerment as 'individual and personal'; it engages the employee at the levels of emotion; it is about discretion and autonomy, power and control; and it is about responsibility, commitment and enterprise' (p. 26)	control autonomy decision making commitment power responsibility	a) service quality b) the limitations of empowerment c) 'bottom line' d) the dimensions of empowerment e) organisational culture f) contextual differences	1. Marriott 2. Accor 3. McDonald's 4. Scott's Hotels 5. Hilton International Hotels 6. Harvester	original highly influential for U.K. hospitality researchers

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.8 Sparrowe 1994	used the Thomas and Veithouse (1990) definition of empowerment (see section 1.4) and the categorisation of task assessments to operationalise the concept	power motivation control decision making	proposed a set of hypotheses relating empowerment to a) organisational culture b) leader member exchange c) satisfaction with pay d) satisfaction with promotion opportunities e) turnover intentions	quantitative analysis of 33 hospitality organisations using a 21 item questionnaire	highly original not influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.9 Lashley 1995a	provided managerial meanings of empowerment: participation, involvement, delayering and commitment	control motivation autonomy decision making delegation of authority commitment responsibility	a) service quality management in hospitality organisations	<ol style="list-style-type: none"> 1. Accor Group 2. McDonald's Restaurants 3. Harvester Restaurants 4. Scott's Hotels 5. Hilton Hotels 	original highly influential for U.K. hospitality researchers

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.10 Lashley 1995b	suggested that empowerment can be a number of managerial initiatives	control autonomy decision making delegation of authority commitment responsibility	a) service quality management in hospitality organisations b) provided a five dimensional framework of dichotomous variables of empowerment 1 - task dimension 2 - task allocation 3 - power 4 - commitment 5 - culture	1. McDonald's Restaurants case study (Wales)	original highly influential for U.K. hospitality researchers

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.11 Menon 1995	defined and operationalised empowerment as a 'cognitive state characterised by perceived control, perceived competence, and goal internalisation' (p. ii)	control decision making autonomy information sharing motivation commitment	proposed a set of hypotheses relating empowerment to a) internal work motivation b) job satisfaction c) job stress d) job involvement e) extra role behavior f) organisation commitment g) contextual factors at the organisational and individual level h) managerial behaviors	quantitative analysis of data collected in a small hospital in Northeastern Quebec - final sample size of 100	highly original not noticeably influential/ unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.12 Spreitzer 1995	used the Thomas and Veithouse (1990) definition of empowerment (see section 1.4) and the categorisation of task assessments to operationalise the concept	motivation autonomy decision making self-efficacy delegation of authority power responsibility information sharing	proposed a set of hypotheses relating empowerment to a) locus of control b) self-esteem c) access to information (mission and performance) d) rewards e) managerial effectiveness f) innovation	quantitative analysis of data collected from 393 employees working in a Fortune 500 industrial organisation and an insurance company	highly original marginal influence to this point in time with the expectation that it will become influential for future researchers of empowerment

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.13 Collins 1996a	not provided	none suggested	<ul style="list-style-type: none"> a) complexity and different visions of empowerment in the workplace b) related empowerment to political movements of democracy and participation c) modes or method of implementation of empowerment 	alluded to empirical evidence, but not specific	moderately original influential in the U.K. research of empowerment

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.14 Collins 1996b	not provided	control	a) H.R.M. b) employee participation c) governance	not provided, purely theoretical	moderately original influential in the U.K. research of empowerment
1.15 Lashley 1996	See previously cited material	See previously cited material	See previously cited material	See previously cited material	not original as it is largely based on previously completed work influential for hospitality researchers

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.16 Thoriakson and Murray 1996	cited Darraugh's (1991, p. 3) definition of empowerment - 'getting workers to do what needs to be done rather than doing what they are told' and elaborated upon this by stating that 'it involves delegation, individual responsibility, autonomous decision making and self-efficacy' (p. 68-69)	motivation autonomy decision making self-efficacy delegation of authority power responsibility	a) power b) management and leadership c) employee motivation d) constraints of empowerment	provided the results of an empirical study designed to measure the effects of empowerment in a Canadian insurance company	highly original, but research methodology requires analysis unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.17 Spreitzer 1996			Variation of research completed by Spreitzer (1995). See section 1.12.		variation of Spreitzer (1995) marginal influence to this point in time with the expectation that it will become influential for future researchers of empowerment

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.18 Spreitzer, Kizilos and Nason 1997	used the Thomas and Velthouse (1990) definition of empowerment (see section 1.4) and the categorisation of task assessments to operationalise the concept	motivation autonomy decision making self-efficacy delegation of authority power responsibility information sharing	proposed a set of hypotheses specifying dimensions of empowerment with specific outcomes a) employee effectiveness b) employee satisfaction c) employee strain	quantitative analysis of data collected by Spreitzer (1995)	highly original unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.19 Moore Hopkins and Hopkins 1998	used Thomas and Velthouse's (1990) definition of empowerment (see section 1.4)	motivation autonomy decision making self-efficacy delegation of authority autonomy information sharing	proposed relationships between empowerment and a) TQM b) Continuous Improvement (CI) c) employees' greater business awareness	uses quantitative methodology to explore the relationship between empowerment and the managerial concepts proposed in the internal sales division of the U.K. National Semiconductor Corporation	original unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.20 Hardy and Leiba-O'Sullivan 1998	referred to Conger and Kanungo's (1988) motivational definition of empowerment, but viewed empowerment from a critical perspective based on the concept of power	decision making self-efficacy delegation of authority commitment power	a) power b) organisational performance	not provided, purely theoretical	highly original, uses alternative power theory (Foucauldian) as the basis of the conceptual framework of empowerment unable to determine influence due to recency of work

Appendix Two:

SLR of hospitality-based empowerment research

Table One: Systematic review of the hospitality based empowerment literature - presented in alphabetical order

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.1 Ashness and Lashley 1994	used the description of empowerment used by Lashley and McGoldrick (1994) - 'a generic term which covers a range of initiatives in the management of human resources' (p.17)	responsibility commitment trust employee control autonomy power	a) organisational culture b) customer satisfaction ✓ c) improved service quality d) reduced labour turnover e) organisational structure f) teams	<u>Harvester Restaurants</u>	highly original one of the first research projects which empirically investigated empowerment in hospitality organisations influential, particularly in the U.K. based empowerment literature

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.2 Bowen and Lawler 1992	<p>'as sharing with frontline employees four organisational ingredients:</p> <ol style="list-style-type: none"> 1) information about the organisation's performance 2) rewards based on the organisation's performance 3) knowledge that enables employees to understand and contribute to the organisation's performance and 4) power to make decisions that influence organisational performance and direction' (p. 32) 	<p>control decision making delegation of authority information sharing commitment power responsibility</p>	<ol style="list-style-type: none"> a) customer service management b) costs of empowerment c) three options of how to empower: <ol style="list-style-type: none"> 1 - suggestion involvement 2 - job involvement 3 - high involvement d) organisational culture e) suitable personality types 	<ol style="list-style-type: none"> 1. Club Med 2. Federal Express 	<p>highly original highly influential for researchers of empowerment in service organisations, particularly hospitality industry</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.3 Brymer 1991	<p>cites Kanter's (1977) definition of employee empowerment as 'a process of decentralised decision making in an organisation whereby managers give more discretion and autonomy to the frontline employees' (p.56).</p> <p>describes empowerment as a "bottom up' leadership philosophy to be incorporated into every fabric of a business's management operations" (p. 68).</p>	<p>decision making control responsibility authority information sharing trust</p>	<p>a) customer satisfaction ✓ b) delayering c) organisational goals and vision d) employee motivation</p>	<p>1. Hilton Hotel at Disney World Village 2. Ritz-Carlton 3. Westin Canal Place</p>	<p>original common citation of this work in hospitality literature, but influence is marginal citation appears to be a form of tokenism</p>
1.4 Erstad 1996	<p>cited a number of definitions/interpretations of empowerment: Bowen and Lawler (1992) Pastor (1996) Wing (1996) Lashley (1996)</p>	<p>authority alignment accountability abieness information sharing support</p>	<p>a) organisational culture b) leadership c) competitive advantage</p>	<p>1. Radisson, Sweden 2. Marriott, Glasgow</p>	<p>original approach to the literature review by presenting the work in themes not noticeably influential perhaps due to recency of work, hospitality focus was limited</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.5 Hales and Klidas 1998	<p>suggested that empowerment 'is more likely to mean greater employee responsibility for decisions which impact on the immediate circumstances of their job, rather than greater involvement in wider workplace decision making' (p. 88)</p> <p>also referred to Conger and Kanungo's (1988) and Bowen and Lawler's (1992) definitions of empowerment</p>	<p>autonomy self-efficacy delegation of authority responsibility</p>	<p>a) voice and choice b) ambiguities associated with empowerment particularly with the paradox of control and compliance</p>	<p>analysed the concept of empowerment in 10 five star hotels in Amsterdam</p>	<p>original and new research for the hospitality industry</p> <p>unable to determine influence due to recency of work</p>
1.6 Ingram 1997	<p>not provided</p>	<p>autonomy</p>	<p>a) team working and self managed teams b) quality assurance c) performance improvement d) customer satisfaction ✓</p>	<p>noted that there is more evidence of empowerment provided in manufacturing and defence industries than in hospitality industry.</p>	<p>moderately original</p> <p>unable to determine influence due to recency of work</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.7 Jones and Davies 1991	'as a concept (empowerment) is basically pushing responsibility and decision making down the organisation to those employees closest to the customer' (p.212)	responsibility decision making	a) corporate culture b) HRM c) organisational policy d) performance quality	Qualitative research undertaken in six U.K. based hotel groups. Relationships between gender, age, qualifications, and managerial experience were hypothesised. [Researchers admitted that it was 'difficult to draw any firm conclusions from the survey' (p. 216)]	original work on empowerment as it was one of the earliest hospitality based articles published on empowerment influence is marginal possibly due to the inconclusive results obtained
1.8 Lashley 1995a	provided managerial meanings of empowerment: participation, involvement, delayering and commitment	control motivation autonomy decision making delegation of authority commitment responsibility	service quality management in hospitality organisations	1. Accor Group 2. McDonald's Restaurants 3. Harvester Restaurants 4. Scott's Hotels 5. Hilton Hotels	original highly influential for U.K. hospitality researchers

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.9 Lashley 1995b	suggested that empowerment can be a number of managerial initiatives (See Lashley, 1995a)	control motivation autonomy decision making delegation of authority commitment responsibility	a) service quality management in hospitality organisations b) provided a five dimensional framework of dichotomous variables of empowerment based on the following: 1 - task dimension 2 - task allocation 3 - power 4 - commitment 5 - culture	McDonald's Restaurants case study (Wales)	original highly influential for U.K. hospitality researchers
1.10 Lashley 1996	suggested that empowerment can be a number of managerial initiatives (See Lashley, 1995a; 1995b; with Ashness, 1994; with McGoldrick, 1995)	See results of Lashley, 1995a; 1995b; with Ashness, 1994; with McGoldrick, 1995.	See results of Lashley, 1995a; 1995b; with Ashness, 1994; with McGoldrick, 1995.	See results of Lashley, 1995a; 1995b; with Ashness, 1994; with McGoldrick, 1995.	not original as it was largely based on previously completed research influential for U.K. based hospitality researchers

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.11 Lashley 1997	See review of previously competed research - Appendix two:	sections 1.1,1.8,1.9, 1.10 and 1.12			<p>culmination of previous research</p> <p>the work of Lashley has been highly influential in hospitality field, but this particular work is not noticeably influential perhaps due to the recency of publication</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.12 Lashley and Mc Goldrick 1994	defined empowerment as 'individual and personal; it engages the employee at the levels of emotion; it is about discretion and autonomy, power and control; and it is about responsibility, commitment and enterprise' (p. 26)	control autonomy decision making commitment power responsibility	a) service quality b) limitations of empowerment c) 'bottom line' d) dimensions of empowerment e) organisational culture f) contextual differences	1. Marriott 2. Accor 3. McDonald's 4. Scott's Hotels 5. Hilton International Hotels 6. Harvester Restaurants	original highly influential for U.K. hospitality researchers

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.13 Maxwell 1997	uses a range of excerpts of empowerment definitions to illustrate variation- Fisher (1993) Clutterback (1993) London (1993) Froham (1993) Bowen and Lawler (1992)	control autonomy decision making power responsibility	a) organisational culture b) service quality c) TQM d) rewards e) delayering f) human resource implications	1. Gleneagles Hotel 2. Marriott	original unable to determine influence due to recency of work
1.14 Parsons 1995	no definition provided	control motivation autonomy decision making accountability delegation of authority information sharing commitment power responsibility	a) competitive longevity b) employee training and development c) service culture	Accor Novotel chain - 'Back to the Future' program.	moderately original not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.15 Sparrowe 1994	used the Thomas and Velthouse (1990) definition of empowerment and the categorisation of task assessments to operationalise the concept	motivation control power	proposed a set of hypotheses relating empowerment to organisational culture; leader member exchange; satisfaction with pay; satisfaction with promotion opportunities; and turnover intentions	quantitative analysis of 33 hospitality organisations using a 21 item questionnaire	highly original not influential
1.16 Sternberg 1992	no definition provided, but a subjective discussion of what empowerment represents in hospitality organisations is provided	decision making control accountability trust autonomy authority	a) customer satisfaction b) employee efficiency c) employee morale	examples of anecdotal evidence in the accommodation sector of the U.S. hospitality industry	original influential for hospitality researchers

Appendix Three:

Results of the SLR - presented
in totality and alphabetical order

Table One: SLR - presented in alphabetical order

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.1 Applebaum and Honegger 1998	stated that 'empowerment exists in an organisation when lower levels employees feel that they are expected to exercise initiative in good faith on behalf of the mission even if it goes outside the bounds of their normal responsibilities; and if their initiative should lead to a mistake - even a serious one - they trust they will not be arbitrarily penalised for having taken the initiative' (p. 29)	motivation decision making self-efficacy delegation of authority trust power responsibility	<ul style="list-style-type: none"> a) TQM b) organisational benefits including increased productivity, quality and improved service c) organisational culture d) supervisory/managerial style e) reward systems f) job design g) individual and personality factors h) structural power 	<ul style="list-style-type: none"> 1. three separate studies in the nursing field 2. W.L. Gore and Associates - manufacturing company 	<p>moderate originality</p> <p>unable to determine influence due to recency of work</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.2 Ashness and Lashley 1994	See Appendix Two: Table one, section 1.1				
1.3 Baruch 1998	provided a two dimensional matrix of empowerment based on organisational fairness and belief	autonomy democracy delegation of authority information sharing responsibility	focussed on the identification of which quadrant an organisation falls into based on developed model - one of disassociated, enlightened, fraudulent or miser.	Used three organisations to demonstrate model's application: 1. Fire brigade 2. Textile company 3. U.K. national utility Not all descriptors were identified empirically	original model of empowerment proposed controversial as a corrective was offered by Collins (1998)

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.4 Block 1987	See Appendix One: Table one, section 1.1				
1.5 Boshoff and Leong 1998	used Bowen and Lawler's (1992) levels of empowerment - 1. production line approach 2. suggestion involvement 1. Job involvement 4. high involvement	decision making responsibility	a) related these levels of empowerment to decision making and problem solving within the organisation b) attribution of blame in service recovery	1. primary data collected on a bank in N.Z. Quantitative analysis (methodology: conjoint analysis)	quantitative methodology used which is innovative for empowerment research unable to determine influence due to recency of work
1.6 Bowen and Lawler 1992	See Appendix Two: Table one, section 1.5				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.7 Brower 1995	used a model of empowerment based on authority, accountability alignment and ableness	autonomy accountability delegation of authority commitment responsibility	provided a framework to develop empowerment within an organisation	not provided, purely theoretical	original in that Brower attempted to provide a conceptual framework for empowerment and its application not noticeably influential
1.8 Brymer 1991	See Appendix Two: Table one, section 1.4				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.9 Claydon and Doyle 1996	described empowerment as a concept which allows 'for self- direction, self - development and personal growth' (p 14)	control motivation autonomy decision making self-efficacy accountability trust power responsibility	a) ethical issues associated with empowerment b) the expression of managerial roles and relationships	Qualitative research undertaken in a U. K. data management organisation	original in that Claydon and Doyle focus on the ethical issues associated with empowerment not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.10 Coleman 1996	defined empowerment as 'the power of tapping intrinsic task motivation, associated with commitment as an internalised desire to take responsibility for work efforts and results' (p. 39)	motivation autonomy decision making trust delegation of authority power responsibility	a) customer satisfaction b) organisational culture c) organisational structure d) problems with empowerment e) concepts of employee empowerment	Case studies 1. Air Touch 2. Pacific Bell 3. Pacific Gas and Electric	original as Coleman places empowerment into a conceptual framework and then observes through case study approach not noticeably influential
1.11 Collins 1994	See Appendix One: Table one, section 1.6				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.12 Collins 1996a	See Appendix One: Table one, section 1.13				
1.13 Collins 1996b	See Appendix One: Table one, section 1.14				
1.14 Collins 1997a	not provided	control autonomy decision making democracy delegation of authority commitment power responsibility	a) expertise of frontline employees b) criticises the common perception that empowerment achieves industrial democracy	not provided, purely theoretical	moderately original influential in the U.K. research of empowerment

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.15 Collins 1997b	not provided	control decision making democracy power	discussed the issue that in order to implement empowerment - that the general social, economic and political frameworks must be first understood	not provided, purely theoretical	moderately original influential in the U.K. research of empowerment
1.16 Collins 1998	not provided	motivation autonomy decision making democracy	contextual differences	not provided, purely theoretical	moderately original influential in the U.K. research of empowerment

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.17 Conger and Kanungo 1988					
1.18 Conger 1989	'as the act of strengthening an individual's beliefs in his or her sense of effectiveness ... process of changing the internal beliefs of people' (p. 18)	motivation responsibility self-efficacy power	a) leadership style b) organisation factors c) supervisory styles d) job design e) rewards f) organisational change	uses a previous study of a sample Fortune 500 Companies to highlight empowerment practices	moderately original and extends Conger and Kanungo's (1998) work moderately influential
1.19 Cook 1994	none provided	none provided	a) alluded to an 'empowerment culture' b) teams of workers c) organisational re-structuring	none provided	moderately original not influential

See Appendix One: Table one, section 1.2

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Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.20 Cook and McCauley 1997	defined an empowered organisation as one where employees are given the authority and responsibility for serving customers speedily and efficiently' (p.39)	delegation of authority decision making responsibility	a) best practice compliant management b) best practice	1. The Automobile Association 2. BUPA 3. W. H. Smith (All U.K. based)	a refined version of Cook (1994) with a focus on compliant management to this point work is not influential perhaps due to recency of work
1.21 Currie 1996	described empowerment as a means of improving the decisions and decision making process for frontline staff	autonomy decision making delegation of authority responsibility	a) customer retention b) service quality c) customer satisfaction d) organisational culture	1. U.K. Automobile Association	moderately original not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.22 Denham, Ackers and Travers 1997	cited the notion of Block (1990) that empowerment is a policy which will contribute to a new kind of organisation where both employees and employer work together to produce profits while all benefit from a better working life.	decision making responsibility	<ul style="list-style-type: none"> a) effects of empowerment on middle management b) coping mechanism employed by middle managers c) profitability 	<p>qualitative empirical evidence collected to determine answers to research questions in</p> <ul style="list-style-type: none"> 1. Private sector U. K. organisation 2. Public sector U. K. organisation 	<p>original (methodology)</p> <p>unable to determine influence due to recency of work</p>
1.23 Denton 1994	none provided used employee commitment / involvement as a synonym for empowerment	motivation commitment	<ul style="list-style-type: none"> a) employee training and development b) organisational competitiveness c) organisational culture 	<ul style="list-style-type: none"> 1. Ford Motor Company (U.S.A.) 	<p>original at the time as Denton attempted to provide empirical evidence of the concept of empowerment in an organisation</p> <p>not influential</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.24 de Burgundy 1996	described empowerment as 'the process (which) revolves around developing feelings of involvement in the work force' (p. 25) referred to the notion of empowerment of Block (1989)	decision making power	focusses on the development of consultancy services in the U.K.	generalised	moderately original not noticeably influential
1.25 Dufficy 1998	none provided	decision making	viewed as an element of continuous improvement a) business performance indicators including: profitability, productivity, return on investment b) organisational culture	not provided, purely theoretical	moderately original unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.26 Edgeman 1998	related empowerment to the infusion of core values into people so that they may clearly differentiate between right and wrong; views empowerment as a process	decision making trust	a) leadership b) organisational culture	not provided, purely theoretical	not original unable to determine influence due to recency of work
See Appendix Two: Table one, section 1.4					
2.27 Erstad 1996					
1.28 Eylon 1998	used own definition of worker empowerment as an enhancing and energising context specific process that expands feelings of trust and control in oneself as well as one's organisation	motivation autonomy self-efficacy trust information sharing commitment responsibility	1. employee performance 2. employee satisfaction 3. organisational culture 4. organisational structure	not provided, purely theoretical	original methodology in empowerment research (literature review) unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.29 Geroy, Wright and Anderson 1998	understood empowerment to be 'from a service perspective (which) gives employees the authority to make decisions concerning customer service' (p.57)	decision making responsibility delegation of authority trust control	a) the 'problems and myths that surround empowerment' (p.57) and provides a model of empowerment based on 1. coaching 2. peer and supervisor modelling 1. career path development b) productivity c) organisational structure d) profitability	1. T. J. Mc Coy and Associates	original model of empowerment proposed (also uses original body literature as the research focuses on coaching and empowerment) unable to determine influence due to recency of work
1.30 Hales and Kildas 1998	See Appendix Two: Table one, section 1.5				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.31 Hardy and Leiba - O'Sullivan 1998					
1.32 Hargett 1997	no definition provided	alluded to decision making and responsibility	a) customer service b) complaint management	1. cites the operations and management of Federal Express	moderately original unable to determine influence due to recency of work

See Appendix One: Table one, section 1.20

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.33 Harley 1995	discussed the goal of empowerment as 'the release of human power of the organisation into the initiative', (p. 6)	none suggested	provides eight principles of empowerment 1. employee dignity 2. management perceptions 3. organisational authority 4. consensus decision making 5. clarify vision 6. service ethos 7. values 8. feed back	not provided, purely theoretical	moderately original not noticeably influential
1.34 Honold 1997	no definition provided but identified that leadership, teams, personal responsibility, structural decentralisation and a contingent rewards system were emergent themes of the empowerment literature	control autonomy delegation of authority information sharing commitment power responsibility	TQM	1. discusses Menon's (1995) results of empirical testing of empowerment 2. Colgate-Palmolive	not original unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.35 Hopfl 1994	used definition provided by Conger and Kanungo (988): 'enhancing feelings of self efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both informal and formal techniques of providing efficacy information' (p.474)	control autonomy decision making commitment power	a) management's attempt to control the tensions between the self and work	1. Provides evidence of the use of an empowerment implementation program	moderately original has been cited frequently within the literature
1.36 Hopfl and Dawes 1995	no definition or attributes of empowerment identified	none suggested	a) organisational conflict b) learning organisation	not provided, purely theoretical	not original not influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.37 Howard 1997	no definition or attributes of empowerment identified	motivation decision making delegation of authority information sharing responsibility	a) leadership b) employee involvement c) TQM d) self managed teams e) rewards	not provided, purely theoretical	not original unable to determine influence due to recency of work
1.38 Field 1997	'empowerment carries two different meanings which are often confused: the process by which management delivers power to employees, and the process by which an employee assumes power' (p. 149)	control trust commitment	a) learning organisations b) impediments to empowerment - 1. personal 2. cultural 3. technical	not provided, purely theoretical	not original unable to determine influence due to recency of work
1.39 Ingram 1997	See Appendix Two: Table one, section 1.6				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.40 Jones and Davies 1991					
1.41 Kanter 1983	not provided	employee involvement	<ul style="list-style-type: none"> a) entrepreneurial behavior b) innovation c) organisational structure d) organisational change e) global competition f) technological advancement 	observations of one company that epitomised a bureaucratic organisation	original style of analysis cited frequently, but little analysis of the content of the publication has been developed
1.42 Kanter 1989					

See Appendix Two: Table one, section 1.7

See Appendix One: Table one, section 1.3

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.43 King and Erhard 1997	no definition provided but related empowerment to the degree of organisational cohesiveness and consensus	commitment	a) employee attraction to an organisation b) loyalty c) organisational culture	not provided, purely theoretical	original unable to determine influence due to recency of work
1.44 Lashley 1995a	See Appendix Two: Table one, section 1.8				
1.45 Lashley 1995b	See Appendix Two: Table one, section 1.9				
1.46 Lashley 1996	See Appendix Two: Table one, section 1.10				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.47 Lashley 1997	See Appendix Two: Table one, section 1.11				
1.48 Lashley and McGoldrick 1994	See Appendix Two: Table one, section 1.12				
1.49 Lofy 1998	alluded to responsibility, power and engaging employees at an emotional level	none suggested	a) individual's effect on organisational creativity	primary qualitative research collected: two respondents in teaching profession	moderately original unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.50 Long 1996	provided a working definition of empowerment as 'building the climate wherein employees at all levels will want to be fully involved in and totally committed to the successful achievement of the Corporate Objectives thereby developing both the organisational and personal performances/ potential' (p. 5)	motivation commitment responsibility	a) TQM b) organisational culture c) employee rewards	Case study of the U.K. health care system over a four year period	original (methodology) not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.51 Leitch and Harrison 1998	despite indicating empowerment as a keyword no definition of empowerment was provided	none suggested	a) learning organisation b) Total Quality Management	not provided, purely theoretical	not original unable to determine influence due to recency of work
1.52 Maxwell 1997	See Appendix Two: Table one, section 1.13				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.53 Minnett and Ellis 1997	viewed the 'universal goal of empowerment as enhancing the value added by employees (especially at lower levels) by encouraging them to exercise a great range of personal skills and to take initiative and responsibility in their work roles'. p. 78.	control decision making delegation of authority information sharing initiative	<ul style="list-style-type: none"> a) focusses on the problems associated with the implementation stages of empowerment b) entrepreneurial behavior of employees c) restrictions on employees' behavior d) organisational efficiency 	<ul style="list-style-type: none"> 1. Birds Eye Wallis (U.K.) 2. Whitbread Beer Company (U.K.) 3. Elida Gibbs (U.K.) 	moderately original unable to determine influence due to recency of work
1.54 Moore Hopkins and Hopkins 1998	See Appendix One: Table one, section 1.19				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.55 Neher and Natale 1997	used Randolph's (1995) definition and Darrrough's (1991) definition cited by Thorlakson (1996)	motivation autonomy self-efficacy commitment responsibility	a) quality of client services in a welfare organisation b) views empowerment as a process	anecdotal evidence was provided based on a general analysis of the U.S. welfare setting	not original unable to determine influence due to recency of work
1.56 Nicholls 1995	understood empowerment to be a 'slow process by which both parties develop their way of thinking and behaving so that the balance and relationship between the powerful and the powerless shifts to their mutual benefit' (p. 6) and that empowerment is a step above delegation	autonomy delegation of authority commitment power responsibility	a) implementation of employee training via a three stage framework b) psychological commitment of employees	provided anecdotal evidence of empowerment in application	not original

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.57 Nixon 1994	not provided	motivation autonomy accountability trust information sharing	a) empowerment program implementation b) organisational culture	Focuses on organisational culture and empowerment in three types of organisations- 1. University 2. Retailer 3. Local Council	moderately original unable to determine influence due to recency of work
1.58 Nykodym Simonetti, Aris and Plotner 1995	compared businesses of the 1990's, (i.e. - empowered) with businesses of the past having the following characteristics: a) centralised decision making b) vertical communication c) comprehensive sets of rules	control motivation autonomy delegation of authority power	a) leadership b) TQM c) teams	Cites the following companies as empowerment successes of the nineties 1. Du Pont 2. General Electric Co. 3. Eastman Chemical Co. 4. A. T. & T. Network Services Division 5. Thermos Corporation	moderately original not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.59 Nykdym Simonetti Nielson Welling 1994	defined empowerment as 'participative decision making' (p. 45)	control motivation autonomy delegation of authority responsibility	a) organisational culture b) problems associated with empowerment c) effectiveness of empowerment d) productivity and customer satisfaction	not provided, purely theoretical	moderately original not noticeably influential
1.60 Parsons 1995	See Appendix Two: Table one, section 1.14				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.61 Pastor 1996	described empowerment as a personal phenomenon where individuals take responsibility for their own action	none suggested	<ul style="list-style-type: none"> a) organisational culture b) problems associated with empowerment c) effectiveness of empowerment d) productivity and customer satisfaction 	not provided, purely theoretical	moderately original exhibits some influence

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.62 Pearson and Chatterjee 1996	defined empowerment 'as increases of job motivation of workers who cognitively assess the task and acquire feelings of what Bandura (1977) terms self-efficacy' (p. 16) which is based on the Thomas and Velthouse (1990) conceptual framework of empowerment	control motivation autonomy decision making self-efficacy power responsibility	a) job motivation b) organisational structure c) decentralisation of decision making d) productivity e) organisational culture f) empowerment implementation process	longitudinal study over a period of 2.5 years, in which an industrial workshop was observed	Australian research not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.63 Potter 1994	defined empowerment as 'the process of empowerment (which) is a deliberate organisational attempt to tap into that tremendous potential and to enable people to develop and grow in terms of their performance at work' (p.4) and 'giving people the necessary opportunity to own their jobs in psychological terms so that they can tap into the tremendous reservoir of potential ability that everybody has at their disposal' (p. 8)	motivation decision making delegation of authority	a) management's role b) three factors affecting empowerment- 1. Alignment 2. Competence 3. Ability to act c) mentoring/coaching d) organisational culture	not provided, purely theoretical	moderately original not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.64 Randolph 1995	defined empowerment 'at its most practical level, empowerment is recognising and releasing into the organisation the power that people already have in their wealth of useful knowledge and internal motivation' (p. 20)	motivation autonomy trust information sharing power	a) culture of empowerment b) teams as the hierarchy c) structural elements of the organisation d) leadership	ten organisations in a range of industries over an eight year period- utilities (2) banking (1) financial services (1) television/ entertainment (1) grocery (1) food manuf. (1) health care (1) medical products (1) info. services (1)	moderately original exhibits some influence

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.65 Ripley and Ripley 1992	defined empowerment as 'any management practice that increases a team's or individuals's sense of self-determination' (p. 21)	information sharing responsibility motivation innovation trust self esteem decision making self-determination	a) customer satisfaction b) product quality c) competitive advantage d) absenteeism e) turnover	1. Train Air conditioners (U.S.A.) Discusses anecdotal evidence of empowerment in American organisations.	moderately original exhibits some influence in the literature

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.66 Rodrigues 1994	no definition provided	control motivation autonomy decision making self-efficacy trust information sharing	a) quality assurance/TQM b) self-managed teams c) Employee Participation and Empowerment Programs (EPEP's) and barriers d) organisational structure e) organisational culture f) intellectual engagement of employees g) training	compares and contrasts organisations involved in TQM programs to those involved in EPEP's	moderately original not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.67 Simmons 1997	no definition provided despite empowerment listed as a keyword of article	not provided	<ul style="list-style-type: none"> a) leadership b) management style c) organisational performance 	not provided, purely theoretical	<p>not original</p> <p>unable to determine influence due to recency of work</p>
1.68 Smith B 1996	provided a range of statements to offer the reader an understanding of Smith's view that empowerment has many paradoxical attributes	<ul style="list-style-type: none"> motivation autonomy decision making self-efficacy power 	<ul style="list-style-type: none"> a) job enrichment b) job involvement c) productivity d) workplace diversity e) freedom within the workplace 	not provided, purely theoretical	<p>moderately original</p> <p>not noticeably influential</p>

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.69 Smith and Muly 1998	acknowledged the substance of Conger and Kanungo's (1988) notion that empowerment is both a relational and motivational construct, also cites Randolph's (1995) definition	control motivation autonomy self-efficacy accountability power responsibility	a) workplace reform b) contextual differences of empowerment c) factors that encourage and inhibit empowerment d) continuum of empowerment	qualitative case study in two New Zealand organisations	original unable to determine influence due to recency of work
1.70 Sparrowe 1994	See Appendix Two: Table one, section 1.15				
1.71 Spreitzer 1995	See Appendix One: Table one, section 1.12				
1.71 Spreitzer 1996	See Appendix One: Table one, section 1.17				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.72 Spreitzer, Kizilos and Nason 1997	See Appendix One: Table one, section 1.8				
1.73 Spreitzer and Quinn 1997	viewed empowerment as being 'mechanistic' (top down) or 'organic' (bottom up) cited Bowen and Lawler's (1992) and Randolph's (1995) definitions referred to a model of empowerment based on the Thomas and Velthouse's (1990) model of empowerment	decision making autonomy power control self determination	a) organisational culture b) conflict c) organisational structure	1. Frito Lay 2. Honda, Ohio 3. Ford Motor Company 4. U.P.S.	highly original unable to determine influence due to recency of work
1.74 Sternberg 1992	See Appendix Two: Table one, section 1.16				

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.75 Thomas and Velthouse 1990					
1.76 Thorlakson and Murray 1996					

See Appendix One: Table one, section 1.4

See Appendix One: Table one, section 1.16

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.77 van Oudshoorn and Thomas 1995	defined the concept of 'being empowered (as referring) to having a sense of personal power, and freedom (within certain limits) to use that power. Disempowered persons either have no sense of personal power, or feel they are not permitted to use what power they know they have' (p. 4)	control delegation of authority commitment power	a) benefits of empowerment b) organisational culture c) organisational structure d) role of the manager in an empowered organisation e) manager/sub-ordinate relationship f) empowerment as a psychological phenomenon	not provided, purely theoretical	moderately original not noticeably influential

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.78 Wickisier 1997	not provided	control decision making delegation of authority trust information sharing commitment power responsibility	a) contingent rewards b) employee training and development c) organisational culture d) leadership e) restructuring f) quality circles management	1. Dura Tech U.S.A.	not original unable to determine influence due to recency of work
1.79 Wilkinson 1998	provided the explanation that empowerment 'generally refers to a form of employee involvement which was widespread from the 1980's and focussed on task based involvement and attitude change' (p. 41)	motivation control commitment involvement redistribution of power information sharing autonomy	a) quality b) flexibility in the employee / management relationship c) productivity d) H.R.M.	not provided, purely theoretical	moderately original unable to determine influence due to recency of work

Author(s) and Year	Definition or understanding of empowerment used	Concept(s) associated with empowerment	Managerial concept(s) focussed upon	Empirical evidence	Originality or influence
1.80 Wilson 1996	defined empowerment as 'a management initiated process which captures the imagination and desires of all the people in the organisation thereby enabling them to develop and utilise all of their talents and abilities in the achievement of the organisation's goals and their own job and career goals' (p. 10)	motivation decision making information sharing control trust innovation	a) training b) leadership c) management style d) rewards e) organisational culture f) organisational structure	not provided, purely theoretical	original not influential

Appendix Four

Measurement instrument
developed by Thorlakson and
Murray (1996).

Instrument provided by the
authors and copied in its entirety.

SUPERVISION

1. Overall, how good a job do you feel is being done by your supervisor?
2. How good is the working relationship between you and your supervisor?
3. How good is your supervisor's understanding of the technical aspects of your job?
4. How good is your supervisor's ability to manage your work?
5. How good is your supervisor's ability to manage people?
6. How good is your supervisor's ability to clearly communicate work group goals and objectives?

WORK GROUP CLIMATE

7. Most of the employees in my work group cooperate.
8. Most of the employees in my work group trust each other.
9. Most of the employees in my work group get along with each other.
10. Most of the employees in my work group do their fair share of work.
11. Most of the employees in my work group respect each other.
12. Most of the employees in my work group are willing to share ideas and information.

WORK MANAGEMENT

13. In my work group, work group goals and objectives are clearly stated.
14. In my work group, the workload is distributed fairly.
15. In my work group, work group members understand each other's roles.
16. In my work group, problems are handled promptly.
17. In my work group, schedules and time limits are clearly stated.
18. In my work group, the work load is too heavy.

WORK GROUP PRODUCTIVITY/QUALITY

19. Most of the time my work group cuts unnecessary costs whenever possible.
20. Most of the time my work group is run efficiently.
21. Most of the time my work group tries new ways to improve productivity.
22. Most of the time my work group produces high quality work.
23. Most of the time my work group emphasises quality more than quantity.

RESOURCES

24. Most of the time my work group is provided with sufficient information to get the work done.

AUTHORITY

25. I understand the company's lines of authority.
26. I have sufficient authority to fulfil my job responsibilities.
27. I understand the boundaries of my authority.

WORK GROUP/ ORGANISATIONAL COMMITMENT

28. I plan to look for a job with another company within a year.
29. If asked, I would be willing to make an extra effort to help this company.
30. I feel a high level of loyalty to my work group.
31. I would have little or no regret about leaving my work group.
32. If asked, I would be willing to make an extra effort to help my work group.

JOB DUTIES

33. My workload is too heavy.
34. I like the kind of work I do.
35. I have enough freedom over how I do my job.
36. I know what is expected of me on my job.
37. I feel too much pressure on my job.
38. Generally, I think my job is boring.
39. Generally, I think my job is challenging.
40. Generally, I think my job is important.
41. Generally, I think my job is a match for my skills and abilities.
42. Generally, I think my job is a good match for my career interests.
43. Generally, I think my job is too demanding.
44. Generally, I think my job is rewarding in other ways than money.
45. Generally, I think this company is a good place to work.

REWARDS

46. Satisfaction with the amount of recognition received from doing a good job.
47. Satisfaction with the amount of personal satisfaction received for doing a good job.
48. There is a strong link between my performance and recognition and praise.
49. There is a strong link between my performance and higher performance appraisal ratings.

CORPORATE VALUES

50. Generally, I feel this company cares about its employees-not just about profits and losses.
51. Generally, I feel this company values employees who make an extra effort.
52. Generally, I feel this company values employee loyalty.
53. Generally, I feel this company tries hard to provide good places for people to work.

MANAGEMENT STYLE

54. Management makes a sufficient effort to get the opinions and feelings of people who work here.
55. Decisions are often made which could be better made at lower levels.
56. Employees are encouraged to participate in making decisions affecting them.
57. Management is usually open to new ideas.
58. Management tends to stay a breast of employees needs.
59. Management gives sufficient notice to employees prior to making changes in policies and procedures.
60. A lot of unnecessary rules and regulations exist.
61. This company's management "drags its feet" on solving important problems.
62. New approaches for productivity are tried.
63. Management is willing take risks.

COMMUNICATION

64. The channels for communication with top management are effective.
65. The communication between my work group and other work groups within this company are effective.
66. Top management is adequately informed of the important issues in my department.
67. Company policies and procedures are clearly communicated to employees.
68. Company goals and objectives are clearly communicated to employees.
69. I often have to rely on the "grapevine" to get job-related information.
70. Most of the time I receive sufficient notice of changes affecting my work group.

OVERALL JOB SATISFACTION

71. Considering everything how satisfied are you with your job?
72. Considering everything how satisfied are you with this company as a place to work?

LOMA 100

73. I have enough input in deciding how to accomplish my work.
74. Generally, I feel this company provides a climate that cultivates the generation of new ideas.
75. Generally, I would describe this company's culture as empowering.
76. Management makes a real effort to build teamwork throughout the organisation.
77. Management allows for growth through mistakes.