

Effect of Human Resources Practices on Employees' Empowerment in Hotels

Mohammad Hanif Khan*, Altaf Hussain†

Abstract

This research work intends to enquire the effect of human resource practices on the relationship between hotels star rating and employees' empowerment in the hospitality sector of Pakistan. The objectives of the study are to check the effect of hotels star rating on employees' empowerment and this relationship is checked with Human Resource practices as a moderator. This research work is quantitative in nature. Data were collected through questionnaire from 302 employees from 15 star rated hotels in Pakistan. Data were analyzed through Smart-PLS-4. Data revealed that there is positive significant relationship between hotels star rating and employees' empowerment. Star rated hotels support customer-oriented culture through employee's empowerment. Hotels empower their front-line employees to give quick response to customers for service recovery, it also reduces role ambiguity role conflict. But the inclusion of moderating variable i.e., human resources practices negatively and insignificantly effect the relationship between hotels star rating and employees' empowerment in hospitality sector of Pakistan. Based on this research work it is recommended that employees' empowerment cultivates intrinsic drive, which ensures job satisfaction and may be used as tool for improved creativity and for a stronger bottom line. It also provides opportunity for professional growth. Merit may be ensured in recruitment and selection, need based training and development, and equity-based compensation will yield results. Future calls and limitations are also part of this research work.

Keywords: hotels star rating, employees' empowerment, human resource practices, hospitality industry of Pakistan

Introduction

Hospitality industry of Pakistan is growing rapidly (Umar, Saleem, & Majoka, 2017). The revenue generated by tourism and hospitality is recorded approximately US\$ 20 Billion in the year 2020 and the expected growth rate is 3% by 2026. The existence of hotel industry was witnessed when Pakistan appears on the map of the world. Though hotels' quantity was not substantial but with passage of time national and international hotels' chains inaugurated its operations in Pakistan. Throughout the world, hotel industry is one of the fastest growing industries. This pattern is also replicated in Pakistan. USD 20 billion was the value of Pakistan tourism industry in 2020 and the market is

* PhD Scholar Department of Commerce and Management Sciences University of Malakand, Email: hanifyousafzai@uom.edu.pk

† Assistant Professor Department of Commerce and Management Sciences University of Malakand, Email: Altafhussain28@hotmail.com

anticipated to grow and the compound annual growth rate by the year 2026 is expected to remain 3% (Ali & Majid, 2020).

Hotels star rating system is in operation under "The Pakistan Hotels and Restaurants Rules, 1977" which are formed under 1976 Act. Department of Tourist Services after fulfilling codal formalities assign stars to hotels after their visits to hotels for quality inspections. Stars are awarded according to the facilities, services, amenities and standards. 5 star is the best category, and 1 star is regarded as lowest in hotels star ranking.

Empowerment is considered a managerial approach used by business leaders to have employees' initiatives, motivation, and innovations. This approach is used for giving the autonomy to the employees so that they can have motivation, ownership, self-management and self-control as well as delegated authority for directing their actions on their own (Lee & Koh, 2001). It is individuals' capacity to do effective selection and to transform those choices to desired outcomes and actions (Alsop, Bertelsen, & Holland, 2006). Empowerment is the feeling that employees can make decisions relevant to their own roles, meaningful work accomplishments and pertinent decisions' influence (Yukl & Becker, 2006). Organizations that have interest in employee empowerment, gives voice to their employees and act upon their feedback, give them ample opportunity by giving them more autonomy, motivate them for self-management to enhance their engagement and confidence, and also ensure the provision of tools, training and required authority to excel.

There are five dimensions of empowerment which are meaning, competence, self-determination, impact and trust (Hasani & Sheikhesmaeili, 2016). Meaning is the fit between work requirements and beliefs, values and behaviors. Competence is the individual's belief on his own capabilities and skills. Self-determination is the choice of initiating and regulating tasks and performances. Impact is the influence of an individual that in what extent he or she can influence operating, administrative and strategic consequences of work. And trust dimension postulates that owners and operators will safeguard him and support his or her decisions.

Organizations remain successful when they have necessary resources. Human resource is one of the most important resources in an organization (Chelladurai & Kim, 2022). Every organization wants to survive in this dynamic and complex environment and the same time remain successful as well. Strategic development of organizational resources ensures achievement of organizational goals (Boon, Den Hartog, & Lepak, 2019; Macke & Genari, 2019). Human resource is one of the

most valuable assets in organizational resources. Human resource management is the effective and efficient use of organizational work force so that organizational goals and objectives are achieved. Human resource management can be defined as the policies and practices performed for the routine of organizational workforce management like planning, recruitment, selection, training, development, performance appraisal, compensation practices and employees' involvement in decision making (Swanson, 2022).

Employee empowerment is a management tool used by managers for strategic intent. Employee empowerment is the favorite area of researchers around the globe in different industries (Bose & Emirates, 2018; Empowerment, 2018; Zaraket, Garios, & Malek, 2018). It is least researched in hospitality sector (AlKahtani et al., 2021; Bani-Melhem, Quratulain, & Al-Hawari, 2020) wherein it is checked with other variables like job commitment through job satisfaction and employees revenge intentions and turnover intention. This study intends to see the effect of hotels star rating on employees' empowerment in hospitality sector of Pakistan. This relationship is also checked with the intervention of third variable as a moderator i.e., human resource practices.

The study objectives are to check the effect of hotels star rating on employees' empowerment and this relationship is checked with Human Resource practices as a moderator.

Literature Review

Employees' Empowerment

Employee empowerment is the term mostly used by business personnel and experts. This describes that an employee is responsible enough to assess and assist business to get success. Empowerment is basic and fundamental aspect for productivity, efficiency, performance and growth (Hanaysha & Tahir, 2016; Hunjra, Ul Haq, Akbar, & Yousaf, 2011). Employee empowerment is a technique used for organizational effectiveness. It is also taken in the distribution of nature of power among employees where powers are shifted from senior positions to other members of the organization (Baldacchino, 1995; Beer, 1991; Howard, 1995; Jones & Davies, 1991). Empowerment is considered a management strategy which works in certain circumstances. Empowerment requires trust that the same authority will be used responsibly and to align their actions with organizational objectives and priorities. It is a way where organization gives authority to their employees to make their own work-related decisions.

Empowerment means giving employees the authority to make decisions regarding their own work rather than involving them in a wide organizational decisions (Hales & Klidas, 1998). It is used for building

trust, participation in decision making, motivation and bridging the gap between employees and management at the top layers. It is the mechanism through which authority is delegated to employees with essential responsibilities (Meyerson & Dewettinck, 2012; Onsardi, 2019; Saif & Saleh, 2013). Taking it further, to give a sense of autonomy to employees in whatever they are doing, means "choice". At the same time giving them the sense of participation in decisions of the organization, means "voice" (Hales & Klidas, 1998). Another view of empowerment is to have balance between autonomy and control in respect to certain situation which might be the requirement of certain strategy or business at hand. Empowerment involves giving more responsibility to employees for aspects of jobs which have immediate impact rather than giving them authority which affect wider range of organizational decisions. Empowerment makes employee more self-directed and self-controlled (Hales & Klidas, 1998).

The phenomenon of authority and responsibility relationship is simple in a sense that when a person is working since long time in an organization. He develops, over a period of time, ideas, expertise, competence and job-related knowledge to have a firm grip over his job. In this case if that person is given the authority and responsibility and made empowered to make his work-related decisions on his own so he can manage his own work effectively and efficiently in pursuit of achievement of goals and objectives of an organization. He performs quality work with more commitment and dedication as he is motivated, self-directed and appropriate authority and power given. When employee gets power, authority, status, recognition and responsibilities, he works with full commitment, zest, competence and thus quality is reflected. Empowerment always helps to achieve individual, team and organizational goals (Fernandez & Moldogaziev, 2013; Hanaysha & Tahir, 2016).

There are certain situations when the need for empowerment arises. In the changing and challenging environment when the pace of the change is quick, when the environment is turbulent and when quick response is needed to the customers, empowerment becomes indispensable. When old structure and working patterns are changing and organizations want to discontinue old styles of coordination and control, in this case employees will need to accept greater responsibility, authority and power. At the same time when different departments and sections need integration and cross functional coordination to meet the expectations of changing customers, empowerment gets importance and becomes necessary. Empowerment also provides opportunities to the lower level staff members to master their competencies which can be used for managerial purposes when needed. When employees are capable to

shoulder reasonable authority and power and they feel powerlessness, in this case empowerment will bear fruits and it will build trust among employees (Thamizhmanii & Hasan, 2010).

There are various types of empowerments which came under the study of many researchers. Several studies are conducted on empowerment (Ahearne, Mathieu, & Rapp, 2005; Mathieu, Gilson, & Ruddy, 2006). (Fock, Hui, Au, & Bond, 2013) described three types of empowerment i.e. discretion empowerment, psychological empowerment and leadership empowerment. Discretionary empowerment is defined as discretionary powers one enjoys at work-place (Chan & Lam, 2011; Kelley, Longfellow, & Malehorn, 1996). Few studies states that empowerment is intrinsic phenomenon. It is inner motivation where employees come to know that they are capable of discharging their own duties with autonomy is psychological empowerment (Conger & Kanungo, 1988; Spreitzer, 1995). Some researchers believe that empowerment is leadership behavior where leader encourages and facilitates their employees in discharging their work roles for better organizational performance. This type of empowerment is regarded as leadership empowerment (Arnold, Arad, Rhoades, & Drasgow, 2000; Eylon & Au, 1999).

To take this discussion further, empowerment is understanding of work in a way so that you can direct and control your work role. When you are aware of the same, then the next step is to take it further and learn it more in depth and then the same needs to be internalized. When all these are taken together the transformation will produce value added habits which facilitate work and thus resulting quality. Empowerment in a real sense is a stage where employees understand and realize quality. They develop skills and knowledge needed for transformation of attitudes and skills needed for value added work behaviors and practices (Hur, 2009).

Hotels Star Rating

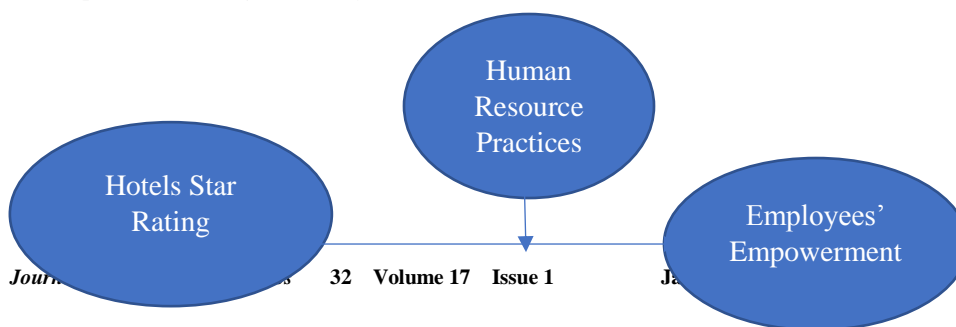
Hotel star ratings criteria is employed generally to make grading of hotels based on the standards and quality. The fundamental aim is to inform visitors about the basic services and facilities that is to be offered and the purpose of hotel classification/rating is also spread over to focus on overall capability of hotel. In modern time the terms 'rating', 'grading', 'diamonds', 'classification' and 'crowns', are in practice for referring the similar concept, for making categories of hotels. Hotel star classification/ratings is the mechanism/system with the help of which quality is measured, it is to assist guests gauge a hotel's facilities, extravagance and total hospitality. All these systems classify hotels using five categories including five to one category, with five indicating the best,

and one representing the lowest (Callan, 1995; Cser & Ohuchi, 2008; Hensens, Struwing, & Dayan, 2010; IH & RA, 2004; Sufi & Singh, 2018). The numbers of hotel rating systems are 100-plus in the world which is divided into two sets: official rating system and non-official rating system (Zhan-Qing & Liu, 1993). Official rating system is state or government owned system, operated and controlled by state or government. Non-official or private star rating systems are managed by private entities. Pakistan follows official rating system where star ratings are awarded by department of tourist services based on their tangible and intangible factors.

Human Resource Practices

Human Resource is the most valuable asset in any organization. HRM practices are the prime source through which organizational success is achieved. It has been defined from various dimensions. (Schuler & Jackson, 1987) opined that HRM practices are the system which appeals, matures, stimulates, and keeps employees to guarantee the sound and effective execution and also ensure the survival of the firms and its employees. Moreover, HRM practices are also hypothesized as the system of internal consistent policies and procedures which is designed and applied so that organization HR can contribute in achieving organizational objectives (Chelladurai & Kim, 2022). Similarly, (Brewster, Suutari, & Minbaeva, 2005) regarded HRM practices as the use of practices adopted by firms to operationalize and manage staff members by helping them to develop their competencies which are the requirements of the organization, develop multifaceted social relation and produce firm know how to get competitive edge (Swanson, 2022). HR practices are also used for enhancing organizational effectiveness, productivity and sustainable employability (Pattanayak, 2020). It is concluded that HRM practices is to exercise definite procedures, working in line with policies, and organizational strategies which helps to invite, grow, stimulate, and retain work force who will work for the effective functioning of the organization and its survival (Ivanovic & Ivancevic, 2022; Werner, 2021).

Conceptual Model of the study



Hotel industry in Pakistan intends to provide excellent products and services to their customers. They adopt strategies which ensure improved products and services. Employee empowerment is a strategy which is frequently used in hotel industry (Cheung, Baum, & Wong, 2012; Klidas, 2001; Pelit, Öztürk, & Arslantürk, 2011). Empowerment provides a sense of ownership in employees as well as increase their job satisfaction thus resulting productivity and improved performance. Hotels empower their employees especially front-line staff members who are in direct contact with guests so that guest service recovery and complaints can be handled in time. Human resource practices are also used as moderator in studies, wherein its moderation effect was observed between variables (De Clercq, Kundi, Sardar, & Shahid, 2021). Hotel industry in Pakistan also focuses on human resource practices for the success of their business. They want to have sound and effective recruitment and selection process through which they recruit and select right person for their establishments. After selection they have training and development process through which they make their employees learn new knowledge and skills which ensures their success on job. Compensation system should remain competitive so that qualified and professional people can be attracted. Human resource practices ensure success in the organization if fairly practiced. Human resource practices are used as moderator between hotels star rating and employees' empowerment. The intervention of human resource practices modifies the relation between independent and dependent variables.

This study has following two hypotheses.

H1: There is positive significant relationship between hotels star rating and employees' empowerment.

H2: There is positive significant effect of human resource practices on the relationship between hotels star rating and employees' empowerment.

The relationship of these variables are supported by two theories one is institutional theory (Selznick, 1957) and contingency theory of management (Luthans & Stewart, 1977). Institutional theory states that organization always try to increase their capacity and abilities to remain competitive in the market place. Hotels star rating always look for adopting new trends in terms of products and services to remain active and competitive in the marketplace. Hotels encourage employees' empowerment to remain in better position to satisfy guests on the spot. Contingency theory postulates that leadership and management styles are contingent to situation. Every situation demands different strategy to cope

with. The relationship of moderating variable i.e., Human resource practices with hotels star rating and employees' empowerment are contingent with hotel industry of Pakistan. Environment of hotel industry does not support positive effect of human resource practices on the relationship between hotels star rating and employees' empowerment. It is contingent in this situation.

Methodology

This research work is quantitative in nature. Questionnaire was used to collect data from 302 staff members of 15 star rated hotels consisting of one, two, three, four- and five-star hotels in three major cities which are Peshawar, Islamabad and Lahore of Pakistan. From each star category three hotels each were taken. Stratified random sampling technique was used to collect data from top, middle and lower management. Hotels star rating scale used was self-administered with Cronbach's alfa value of 0.95. Human resource practices scale was adopted from (Obeidat, Yousef, Tawalbeh, & Masa'deh, 2018). Scale used for employees' empowerment was adapted from (Hayes, 1994; Hur, 2009). Reliability and validity of research instrument were checked. After data collection, data was analyzed using SmartPLS-4.

Analysis of Data and Results

The prime objective of the study is measuring the direct and moderating effect of hotels star rating and employees' empowerment. This relationship is moderated by human resource practices.

The Assessment of Measurement Model

Measurement model was checked for determining construct reliability and validity. Composite reliability and factor loadings strengthen the reliability of the model (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). Factor loadings and Composite reliability threshold is 0.60 and 0.70 (Henseler, Ringle, & Sarstedt, 2015). The value for both in this study is greater than the threshold values except one item. The validity of measurement model can be confirmed with discriminant and convergent validity. Average variance extracted, composite reliability and factor loadings are used to determine convergent validity. This study fulfills all the threshold values of acceptable limit which are 0.50, 0.70 and 0.60 respectively. To measure internal consistency Cronbach's alpha is employed. Acceptable value for Cronbach's alpha is 0.70 but (Kim et al., 2004) opined that when the value of items are above 0.50, it is regarded as reliable. In this research study all the values are above acceptable level for Cronbach's alpha. All the values for Cronbach's alpha, factors loading,

AVE and composite reliability are shown in Table-1. Factor loadings and the values of (R²) coefficient of determination are presented in the measurement model in Figure 1.

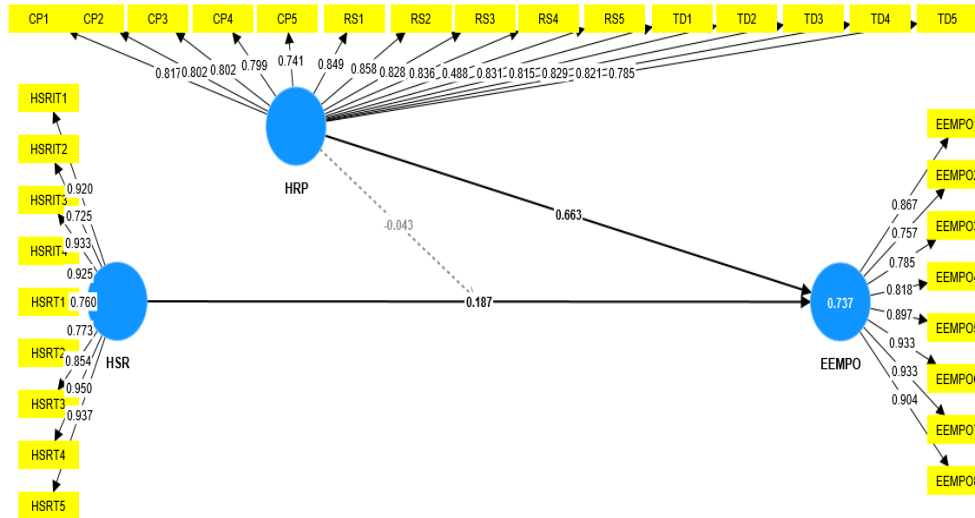


Figure 1. Measurement Model

Table 1

Measurement Model Evaluation

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EEMPO	0.951	0.954	0.959	0.747
HRP	0.958	0.962	0.963	0.637
HSR	0.958	0.964	0.965	0.753

Discriminant validity is a sub type of construct validity. It is measured with the help of Fornell-Larcker Criterion and HTMT ration. Fornell-Larcker criterion is determined by taking square root of average variance extracted of variables and it ought to be greater than all the variables in columns and rows and HTMT ration (Picón, Castro, & Roldán, 2014). The threshold value for HTMT is ≤ 0.85 (Roemer,

Schuberth, & Henseler, 2021). These values of Fornell-Larcker Criterion and Heterotrait-Monotrait ratio (HTMT) are presented in Table-2 and 3. Both Fornell-Larcker Criterion and HTMT shows sufficient discriminant validity.

Table 2*Fornell-Larcker Criterion*

	EEMPO	HRP	HSR
EEMPO	0.864		
HRP	0.837	0.798	
HSR	0.707	0.685	0.868

Table 3*HTMT Ratio*

	EEMPO	HRP	HSR
EEMPO			
HRP	0.874		
HSR	0.738	0.71	

Evaluation of Structural Model

In the presence of advanced methods in mathematical and statistical models, it is still believed that there is a lack of improvement in the techniques to gauge the quality of these models opined by (Alexander, Tropsha, & Winkler, 2015). How good a model toned a set of observations is termed “goodness-of-fit”. The most applied and used method specially in regression analysis is coefficient of determination (R^2) (Onyutha, 2020). The value of R^2 ranges from 0 to 1. Cutoff value for R^2 is 0.25 weak, 0.50 moderate and 0.75 significant. In this study effect size was also measured. The threshold value for f^2 is 0.02 small, 0.15 medium and 0.35 as strong effect (Hair, 2011). Q^2 is used for predictive relevance of the model. The value above zero indicates the goodness of the values reconstructed and exhibits the model predictive relevance. Blindfolding procedure in Smart-PLS was employed to find out the values of Q^2 . The values of Coefficient of determination R^2 , Effect size f^2 and Predictive Relevance Q^2 are presented in Table-4, 5 and 6 respectively, which are above cutoff values.

Table 4*Coefficient of Determination (R^2)*

	R-square
EEMPO	0.737

Table 5*f² values*

	EEMPO	HRP	HSR
EEMPO			
HRP	0.887		
HSR	0.032		

Table 6*Q² Values*

	Q ² predict
EEMPO	0.723

Hypothesis Testing

Hypothetical relationship was checked among variables by using PLS-Bootstrapping in a structural model for deriving accurate results. Figure 2 shows the path coefficients with t-values for the level of significance. The values of path coefficients lie between +1 and -1. The value near to +1 shows strong positive relationship while values near to -1 show powerful negative association. Table-7 shows the values of path coefficient, t-values, means, standard deviation and p-values.

For H1, the findings of the study show that there is positive significant effect of hotels star rating on employees' empowerment (b= 0.187, t= 2.872 and p<0.004). Thus, data support H1.

Table 7*Path Coefficients, t-values, means, standard deviation and p-values*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
HRP -> EEMPO	0.663	0.668	0.046	14.42	0

Effect of Human Resources Practices on Employees' Empowerment				Hanif, Altaf	
HSR -> EEMPO	0.187	0.182	0.065	2.872	0.004
HRP x HSR -> EEMPO	-0.043	-0.045	0.028	1.557	0.119

Moderation Analysis

To find out moderation analysis, the effect of human resource practices was assessed on the relationship between hotels star rating and employees' empowerment in hospitality sector of Pakistan. For this purpose, Smart-PLS-4 was used to find out the relationships. One hypothesis was developed which states that "human resource practices significantly affect the relationship between hotels star rating and employees' empowerment". This moderation was checked by using bootstrapping method in Smart-PLS-4. Significance of moderating effect was analyzed. The results revealed that there is a negative and insignificant moderating effect of human resource practices on the relationship between hotels star rating and employees' empowerment (b= -0.043, t= -0.045 and p> 0.119). Thus, H2 is not supported.

Previous research work shows that human resource practices as a moderator strengthen the relationship between independent and dependent variables (Kostopoulos, Bozionelos, & Syrigos, 2015; Moon, 2017). But this study revealed that there is negative and insignificant effect of human resource practices on the relationship between hotels star rating and employees' empowerment. The result of this study is aligned with the research work of (De Clercq et al., 2021). Human resource practices effect is negative and insignificant in this study because in HR practices our focus was only on recruitment and selection, training and development and compensation practices for this study. These hotels generally don't follow free and fair recruitment and selection process. People generally get job via reference. They rarely advertise their jobs in print or electronic media. No competition is carried out for job in hotels. That is the reason that most of the people are not satisfied with their recruitment and selection procedure. Training and development processes are somehow at acceptable level because they want to keep them in the race for producing quality products and services by having professional staff members nurtured with training and development. Compensation practices are also not market based. Due to high supply in the labor market, hotel industry in general do not give competitive compensation packages to their staff. Majority of the staff members are not satisfied with their compensation package. They believe that their salaries are comparatively very low with workers in other industries though they have long working hours than others. So, the combined effect of these three dimensions of human

resource practices has negative and insignificant effect on the relationship between hotels star rating and employees' empowerment.

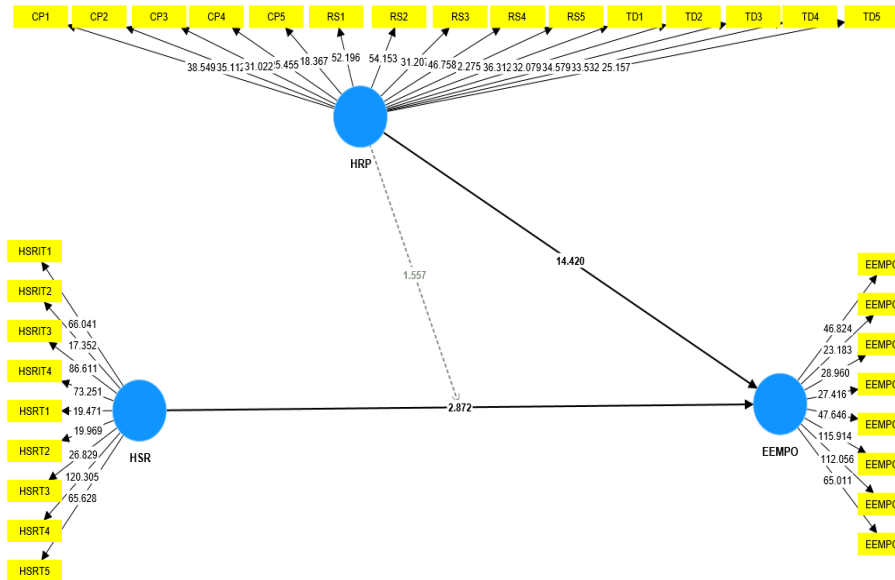


Figure 2. Structural Model

Discussion and Conclusions

Empowerment is managerial tool through which managers empower their staff members to perform their jobs with required autonomy. Empowerment is a tricky phenomenon by deciding how much to empower. Empowerment in hotels becomes important as this industry is labor intensive, it increases employees' productivity as well as organizational efficiency. In low star rated hotels employees are more empowered as the number of staffs is minimum and every person has to perform many functions. In large and high star rated hotels empowerment becomes limited due to specialization. Every person assigned a special responsibility which he or she should perform and cannot be exceeded. The purpose of this model is to check the empowerment pattern in star rated hotels in the hospitality sector of Pakistan. And moderating the same relationship with human resource practices. The data showed significant positive relationship between hotels star rating and employees' empowerment, these results are consistent with the studies of (Cheung et al., 2012; Güzel, TÜKELTÜRK, & Özkul, 2008). Empowerment ensures employee satisfaction (Al-Ababneh, 2017). This article will help managers

to introduce novel, innovative and sophisticated interventions to enhance employees' empowerment in organizations as supported by the work of (Kruja, Ha, Drishti, & Oelfke, 2016).

In human resource practices, the most important strategy is to empower rather than command (Anastassova & Purcell, 1995). To achieve the goals of human resource management, empowerment has to be made the priority (Burke, 2016). In hotels, to cope with the service failures, front line employees need to be empowered (Hewagama, Boxall, Cheung, & Hutchison, 2019). But some of the managerial philosophies showed that the association between job freedom does not guarantee improved service performance (Guest, 2017; Hewagama et al., 2019).

The data of this study shows that there is negative and insignificant effect of human resource practices on the relationship between hotels star rating and employees' empowerment. The intervention of human resource practices negatively affects the relationship of independent and dependent variable. The negative effect of human resource practices is because, hotels in Pakistan do have issues in recruitment and selection. They mostly hire people on references as there is no mechanism of advertising positions on media. Due to which free and fair recruitment and selection are questioned. Training and development are in practice in upscale hotels but low-scale hotels have less consideration for training and development as cost is involved with it. Compensation practices are also not market based. Internal and external equities are compromised. Due to which the effect of human resource practices negatively contributes towards the relationship between independent and dependent variables.

In the light of these findings, it is hereby recommended that managers should empower their staff members with the intent to grow and develop their capabilities and competencies not for the sake of throwing their responsibilities to others. By setting clear boundaries wherein employees are free to act for the accomplishment of organizational objectives. Always listen to your staff members in goal setting and decision making, it will make them feel more responsible and new ideas and input will be the outcome. Recognition should be an integral part of empowerment. Recognition will make staff members more innovative, problem solver, satisfied and motivated. Empowerment increases faith and trust in leadership. It makes a healthier retention rate thus resulting increase revenue. Hotels may focus on fair recruitment and selection process by providing equal employment opportunities to all. Training and development may also be prioritized in low-scale hotels as well equity-based compensation may be ensured for retention of qualified and professional staff members.

This research work is quantitative in nature, data was collected at one point of time. Sample size was 15 star rated hotels in Pakistan. This study can be taken further by taking sample from other major cities of Pakistan with inclusion of some other moderating or mediating variables in the model. Human resource practices were limited to recruitment, selection, training, development, and compensation practices only. Further studies can try and explore some other human resource practices by checking their impact on employees' empowerment. Qualitative or mix method study will give more in-depth insight of the variables under study.

References

- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied psychology, 90*(5), 945.
- Al-Ababneh, M. M. (2017). The influence of employee empowerment on employee job satisfaction in five-star hotels in Jordan. *International Business Research, 10*(3).
- Alexander, D. L., Tropsha, A., & Winkler, D. A. (2015). Beware of R 2: simple, unambiguous assessment of the prediction accuracy of QSAR and QSPR models. *Journal of chemical information and modeling, 55*(7), 1316-1322.
- Ali, M., & Majid, A. (2020). Human Capital Development and Strategic Renewal in Hospitality Industry of Khyber Pakhtunkhwa. *FWU Journal of Social Sciences, 14*(3), 102-113.
- AlKahtani, N., Iqbal, S., Sohail, M., Sheraz, F., Jahan, S., Anwar, B., & Haider, S. (2021). Impact of employee empowerment on organizational commitment through job satisfaction in four and five stars hotel industry. *Management Science Letters, 11*(3), 813-822.
- Alsop, R., Bertelsen, M. F., & Holland, J. (2006). *Empowerment in practice: From analysis to implementation*: World Bank Publications.
- Anastassova, L., & Purcell, K. (1995). Human resource management in the Bulgarian hotel industry: from command to empowerment? *International Journal of Hospitality Management, 14*(2), 171-185.
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of organizational behavior, 21*(3), 249-269.

- Baldacchino, G. (1995). Total quality management in a luxury hotel: a critique of practice. *International Journal of Hospitality Management*, 14(1), 67-78.
- Bani-Melhem, S., Quratulain, S., & Al-Hawari, M. A. (2020). Customer incivility and frontline employees' revenge intentions: interaction effects of employee empowerment and turnover intentions. *Journal of Hospitality Marketing & Management*, 29(4), 450-470.
- Beer, V. (1991). Guerilla tactics for employee empowerment. *Performance Improvement Quarterly*, 4(4), 62-70.
- Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), 2498-2537.
- Bose, I., & Emirates, U. (2018). Employee empowerment and employee performance: An empirical study on selected banks in UAE. *Journal of Applied Management and Investments*, 7(2), 71-82.
- Brewster, C., Suutari, V., & Minbaeva, D. B. (2005). HRM practices and MNC knowledge transfer. *Personnel review*.
- Burke, R. J. (2016). Human resource management applications in the developing world: Empowering employees. *Iranian Journal of Management Studies*, 9(4), 795-800.
- Callan, R. J. (1995). Hotel classification and grading schemes, a paradigm of utilisation and user characteristics. *Int. J. Hosp. Manag*, 14(3-4), 271-283.
- Chan, K. W., & Lam, W. (2011). The trade-off of servicing empowerment on employees' service performance: examining the underlying motivation and workload mechanisms. *Journal of the Academy of Marketing Science*, 39(4), 609-628.
- Chelladurai, P., & Kim, A. C. H. (2022). *Human resource management in sport and recreation: Human Kinetics*.
- Cheung, C., Baum, T., & Wong, A. (2012). Relocating empowerment as a management concept for Asia. *Journal of Business Research*, 65(1), 36-41.
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of management review*, 13(3), 471-482.
- Cser, K., & Ohuchi, A. (2008). World practices of hotel classification systems. *Asia Pac. J. Tour. Res*, 13(4), 379-398.
- De Clercq, D., Kundi, Y. M., Sardar, S., & Shahid, S. (2021). Perceived organizational injustice and counterproductive work behaviours: mediated by organizational identification, moderated by discretionary human resource practices. *Personnel Review*.

- Empowerment, W. E. (2018). A review of literature on the associations among employee empowerment, work engagement and employee performance. *Modern Applied Science*, 12(11), 313-329.
- Eylon, D., & Au, K. Y. (1999). Exploring empowerment cross-cultural differences along the power distance dimension. *International Journal of Intercultural Relations*, 23(3), 373-385.
- Fernandez, S., & Moldogaziev, T. (2013). Using employee empowerment to encourage innovative behavior in the public sector. *Journal of public administration research and theory*, 23(1), 155-187.
- Fock, H., Hui, M. K., Au, K., & Bond, M. H. (2013). Moderation effects of power distance on the relationship between types of empowerment and employee satisfaction. *Journal of Cross-Cultural Psychology*, 44(2), 281-298.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 22-38.
- Güzel, T., TÜKELTÜRK, S. A., & Özkul, E. (2008). Importance and effect of empowerment in hotel enterprises. *Ege Academic Review*, 8(2), 419-436.
- Hair, J. F. (2011). Multivariate data analysis: An overview. *International encyclopedia of statistical science*, 904-907.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.
- Hales, C., & Klidas, A. (1998). Empowerment in five-star hotels: choice, voice or rhetoric? *International journal of contemporary hospitality management*.
- Hanaysha, J., & Tahir, P. R. (2016). Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia-Social and Behavioral Sciences*, 219, 272-282.
- Hasani, K., & Sheikhesmaeili, S. (2016). Knowledge management and employee empowerment: A study of higher education institutions. *Kybernetes*.
- Hayes, B. E. (1994). How to measure empowerment. *Quality progress*, 27, 41-41.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Hensens, W., Struwing, M., & Dayan, O. (2010). *Guest-review criteria on TripAdvisor compared to conventional hotel-rating systems to*

- assess hotel quality*. Paper presented at the Passion for Hospitality Excellence: European Council on Hotel, Restaurant & Institutional Education 2010 Conference Proceedings.
- Hewagama, G., Boxall, P., Cheung, G., & Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management*, 81, 73-82.
- Howard, A. (1995). High-involvement leadership'. *Executive Excellence*, 12(9), 11-22.
- Hunjra, A. I., Ul Haq, N., Akbar, S. W., & Yousaf, M. (2011). Impact of employee empowerment on job satisfaction: an empirical analysis of Pakistani service industry. *Interdisciplinary Journal of Contemporary Research in Business*, 2(11), 680.
- Hur, M. H. (2009). The influence of total quality management practices on the transformation of how organisations work. *Total Quality Management*, 20(8), 847-861.
- IH, & RA, W. (2004). The joint WTO & IH&RA study on hotel classification. URL (consulted August, 2009) http://www.ih-ra.com/marketplace/WTO_IHRA_Hotel_classification_study.pdf.
- Ivanovic, T., & Ivancevic, S. (2022). Human resource management *Encyclopedia of Tourism Management and Marketing* (pp. 621-624): Edward Elgar Publishing.
- Jones, P., & Davies, A. (1991). Empowerment: a study of general managers of four star hotel properties in the UK. *International Journal of Hospitality Management*, 10(3), 211-217.
- Kelley, S. W., Longfellow, T., & Malehorn, J. (1996). Organizational determinants of service employees' exercise of routine, creative, and deviant discretion. *Journal of retailing*, 72(2), 135-157.
- Kim, Y. S., Cheon, K. A., Kim, B. N., Chang, S. A., Yoo, H. J., Kim, J. W., . . . So, Y. K. (2004). The reliability and validity of kiddie-schedule for affective disorders and schizophrenia-present and lifetime version-Korean version (K-SADS-PL-K). *Yonsei medical journal*, 45(1), 81-89.
- Klidas, A. (2001). Employee empowerment in the European hotel industry: meaning, process and cultural relativity.
- Kostopoulos, K. C., Bozionelos, N., & Syrigos, E. (2015). Ambidexterity and unit performance: Intellectual capital antecedents and cross-level moderating effects of human resource practices. *Human Resource Management*, 54(S1), s111-s132.
- Kruja, D., Ha, H., Drishti, E., & Oelfke, T. (2016). Empowerment in the hospitality industry in the United States. *Journal of Hospitality Marketing & Management*, 25(1), 25-48.

- Lee, M., & Koh, J. (2001). Is empowerment really a new concept? *International journal of human resource management*, 12(4), 684-695.
- Luthans, F., & Stewart, T. I. (1977). A general contingency theory of management. *Academy of management Review*, 2(2), 181-195.
- Macke, J., & Genari, D. (2019). Systematic literature review on sustainable human resource management. *Journal of cleaner production*, 208, 806-815.
- Mathieu, J. E., Gilson, L. L., & Ruddy, T. M. (2006). Empowerment and team effectiveness: An empirical test of an integrated model. *Journal of applied psychology*, 91(1), 97.
- Meyerson, G., & Dewettinck, B. (2012). Effect of empowerment on employees performance. *Advanced Research in Economic and Management Sciences*, 2(1), 40-46.
- Moon, K.-K. (2017). Voluntary turnover rates and organizational performance in the US federal government: The moderating role of high-commitment human resource practices. *Public Management Review*, 19(10), 1480-1499.
- Obeidat, D., Yousef, B., Tawalbeh, H. F., & Masa'deh, R. e. (2018). The Relationship between Human Resource Management (HRM) Practices, Total Quality Management (TQM) Practices and Competitive Advantages. *Total Quality Management (TQM) Practices and Competitive Advantages (December 12, 2018)*. *Modern Applied Science*, 12(11).
- Onsardi, O. (2019). Effect Of Empowerment On Employees Performance: Center for Open Science.
- Onyutha, C. (2020). From R-squared to coefficient of model accuracy for assessing" goodness-of-fits". *Geoscientific Model Development Discussions*, 1-25.
- Pattanayak, B. (2020). *Human resource management*: PHI Learning Pvt. Ltd.
- Pelit, E., Öztürk, Y., & Arslantürk, Y. (2011). The effects of employee empowerment on employee job satisfaction: A study on hotels in Turkey. *International Journal of Contemporary Hospitality Management*.
- Picón, A., Castro, I., & Roldán, J. L. (2014). The relationship between satisfaction and loyalty: A mediator analysis. *Journal of business research*, 67(5), 746-751.
- Roemer, E., Schuberth, F., & Henseler, J. (2021). HTMT2—an improved criterion for assessing discriminant validity in structural equation modeling. *Industrial management & data systems*.

- Saif, N. I., & Saleh, A. S. (2013). Psychological empowerment and job satisfaction in Jordanian hospitals. *International Journal of Humanities and Social Science*, 3(16), 250-257.
- Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *AMP*, 1(3), 207-219.
- Selznick, P. (1957). *Leadership in Administration: A Sociological Interpretation* (Evanston, IL: Row, Peterson). Shapiro, I., S. Skowronek, and.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of management Journal*, 38(5), 1442-1465.
- Sufi, T., & Singh, S. P. (2018). Hotel classification systems: A case study. *Prabandhan: Indian Journal of Management*, 11(1), 52-64.
- Swanson, R. A. (2022). *Foundations of human resource development*: Berrett-Koehler Publishers.
- Thamizhmanii, S., & Hasan, S. (2010). A review on an employee empowerment in TQM practice. *Journal of Achievements in Materials and Manufacturing Engineering*, 39(2), 204-210.
- Umar, R. M., Saleem, S., & Majoka, R. I. (2017). Impact of organizational justice on customer satisfaction in the hospitality industry of Pakistan: The moderating role of uncertainty avoidance. *Journal of Foodservice Business Research*, 20(1), 50-64.
- Werner, J. M. (2021). *Human resource development: talent development*: Cengage Learning.
- Yukl, G. A., & Becker, W. S. (2006). Effective empowerment in organizations. *Organization Management Journal*, 3(3), 210-231.
- Zaraket, W., Garios, R., & Malek, L. A. (2018). The impact of employee empowerment on the organizational commitment. *International Journal of Human Resource Studies*, 8(3), 284-299.
- Zhan-Qing, L., & Liu, J. C. (1993). Assessment of the hotel rating system in China. *Tour. Manag.*, 14(6), 440-452.