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The Impact of Employee Empowerment upon Sales Workforce Performance via the Mediating Role of Work Engagement in the Five Stars Hotels: Empirical Study

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Abstract

The purpose of this paper is to evaluate and validate the influence of employee empowerment on sales workforce Job performance through the mediating role of work engagement in five star hotels in Jordan. For this purpose, a conceptual framework based on social exchange theory and the content analysis of the previous studies was developed. A quantitative approach and simple random sampling were used to obtain data via questionnaire from 200 employees working at sales and marketing department in 21 five-star hotels with the response rate was 80%. Using the multiple regression analysis, the findings revealed that both structural and psychological empowerment together had a positive significant influence on sales workforce performance and work engagement, while work engagement acted as a partial mediator in the influence of employee empowerment dimensions on employee performance.

Keywords: Employee empowerment, work engagement, sales and marketing workforce performance, Jordan

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Introduction

For hotel sector, staying productive and gaining sustainable competitive advantage occurs within the abilities to bringing up better facilities, and within providing increased benefits and delivering excellent service via empowering their members (Ayupp & Chung, 2010; Abdissa & Fitwi, 2016). Empowered people react quickly, timely and creatively to any changes or alteration in the setting. Initiate to solve such troubles at work, making innovative and fruitful decisions, that affects the guest satisfaction standards and decrease customer complaints in return (Songan et al., 2016). Reviewing the literatures indicated there are a couple of distinct empowerment dimensions namely structural or managerial empowerment, which is more macro (contextual) focus on management applications, practices and conditions that enable employee to feel empowered at work, additionally the psychological or perceived empowerment which is more micro in orientation and focused on the psychological involvement” (Ameer et al., 2014; Al-Ababneh et al., 2017).

According to George, (2013), although an increasing in confession from scholars of the empowerment importance in enabling establishments to deal with different emerging affronts in the work setting, various empowerment packages the implementation in some institutions was unsuccessful. And this deficiency may refer to abandoning the psychological composition while implementing such empowerment by empowered people. Moreover, these studies focus has predominantly been from a management perspective rather than the employee's perception of empowerment. This might not give an inclusive consideration of the empowerment course (Al-Dmour, et al al., 2018). The employee's performance could be determined as substantial predictor for any organizations' development and their superiority over competitors, and that should be done by all the involved members together (Mehrabani & Shajari, 2013). Organizations must identify and accomplish the prospects of the person and create a positive impact on employee performance, which shall mirror directly on the overall association performance (Dajani, 2015).

Employee empowerment and work engagement are fully relevant in this domain and as key determinant or mechanisms of enhancing employees' outcomes (Karatepe, 2013; Guest, 2014, 2015; Sattar et al., 2015; Guan and Frenkel, 2018; Yin, 2018). Excellent customer service requires properly empowered and engaged employee. In the hotel segment and its interest, empowered and engaged employee insufficiency lately became a severe issue that is un-preferred (Han, 2015). As to the JDR model (Schaufeli and Bakker, 2004), engagement may be produced by two types of working conditions: job demands (i.e., role stress) and job resources (i.e., psychological empowerment and self-efficacy).

In Jordan, hotels have a major role in the tourism sector. Hotels provide great job opportunities for almost (19,389) worker in the tourism sectors, which contributed heavily in Jordan's (GDP) in 2017 (www.mota.gov.jo). The number of tourists' arrivals to Jordan between 2011 and 2015, reached about (35.5) million tourists compared to (28.6) during the period (2006-2010), which ultimately will increase the demands for accommodation and hotel services. Accordingly, there is a crucial need to look into the sales and marketing workforce performance how plays an effective role to generate business opportunities for hotels, coordinating advertising, adding to the perform sales promotions and public relations activities to promote hotel's image and maintain sustainable competitive advantage at marketplace" (Mackenzie & Chan, 2009; Aldaihani, & Ali, 2018).

In Jordan, the employee empowerment topic wasn't sufficiently studied in the hospitality sector mainly and in hotel segment in particular, & lots of literature use employee empowerment of one type; either psychological or structural (Al-Ababneh et al., 2017). Implementing a comprehensive examination and investigation, the empowerment concept should deal with both empowerment perspectives (psychological and structural). So, studying this subject stems from crucial need for enhancing sales and marketing workforce performance at hotels segment, by improving empowerment level & engagement perception among organizational staff, because having powerful hotels is possible through having empowered and engaged workforce (Çavuş et al., 2015 and Han, 2015).

Theoretical Background and Literature Review

Recently, employee empowerment is actively practiced and became more vital in world-business philosophy (Lee & Koh, 2010; Rehman et al., 2015). Globalization wise, there is a curtail need for personnel empowerment where employees are being able to speed react, timely action and make quick and accurate decisions to the job burdens (AlHrassi et al., 2016). Moreover, Shahril et al., (2013) argues that empowered employee became more positive and proactive to provide the perfect service to gain customer satisfaction. In other hand, the employee must not only be empowered for making appropriate decisions but be accountable for the consequences of their decisions for the reduction of irresponsible behavior at work" (Scarnati & Scarnati, 2002). Rehman et al., (2015), asserts that several services organizations in the health industry are often approve on the empowerment

practices, with the hope of overcoming poor service quality and dissatisfaction of worker, and the education segment (Hanaysha & Tahir, 2016), the financial sectors (Ukil, 2016), service sector (Abraiz et al., 2012; Bartram, et al., 2014). In addition, employee empowerment was found to have a significant effect on delivery of service and in enhancing the job satisfaction level (Ukil, 2016). Then, managers should keep the employee empowered highly for its big results (Rehman et al., 2015). This can be implemented empowering staff on timely decisions or the decentralizing of the decision-making process” (Akhtar et al., 2016).

Kim, (2011), revealed that the appropriate empowerment adoption have various advantages to organization of which; training by increasing workers' retention and saving the employing cost. This is clearly in the hotel sector, where the quite skilled workforce are trained and suffers from the high turnover rate (Zainol et al., 2016). Plus, empowered people have a favorable attitude towards their job, and self-motivated to involve in a constant enhancement at work (Songan et al., 2016; Rehman et al., 2015). Delegating of power to inferior, institutions evade time-consuming for bosses to take routine or of minor importance decisions, to concentrate on strategic organizational topics of which are vital for the competitiveness of the institution” (Hee et al, 2014). Where the personnel can rate the empowerment as a precious grant from their superiors and work proudly that they have been given the chance to perform flexibility, creatively, and autonomy. Plus, with empowerment conflicts in the workplace is reduced, as the employee is engaged in decision-making process and participate their opinions with the managers (Elnaga & Imran, 2014), which in result break the barriers and boosts confidence among workers and bosses (Tajuddin, 2013).

It is widely known that researchers haven't reach an agreement upon today's organizations' benefits while adopting the empowerment, but certainly much argument on this regard occurs. Some extol its virtues and preach about its potential as a response for increasingly intense competitiveness, the changing nature of work, downsizing and restructuring, and shifting employee expectations while moreover, some consider it old formula in a novel package, denounce its problem-solving potential and point out possible risks and disadvantages such as loss of control by administration, overconfidence, abuse and misjudgment (Appelbaum, et al., 2014). According to Çağlar (2012), two approaches tackling the factors that give birth to empowerment; the internal factor or psychological empowerment (micro perspectives), and external factors or structural empowerment (macro perspectives). At the first glance, structural and psychological empowerment may be seen very identical, but the concepts are quietly different. The perceptions of psychological empowerment founded on external factors border and confront staff, while structural empowerment is the existence or nonexistence of empowering conditions in the lob. Psychological empowerment is about reactions to these structural empowerment states, or it is the logical structural result (Khalayleh et al., 2017).

Çavuşet al., (2015), “argue that structural empowerment or organizational empowerment relays in enhancing individuals' participation in decision-making process, by granting them authority and autonomy in the workplace. It is also deemed as a part of the association's action in sharing the power & authority and power with staff and in talking divisions (Tetik, 2016), through granting the personnel the needed rules to follow and an area for them to practice decision-making process away from their leaders (Al-Dmour, et al, 2017). Structural wise, Al-Ababneh et al. (2017) identify empowerment as "the extent to which the members believe that he/she has been given the autonomy and authority to function independently deriving from aspect such as; training, rewarding system and

management style". The empowerment is also described as the structure of authority and opportunities enabling the individual to feel empowered, and come with optimistic result O'Brien (2010). The empowerment also described as the decrease of the burnout level that staff (nurses) feels at work (O'Brien, 2010). Structural empowerment characterizes as powerful approach for producing workplace that pulls personnel and training them, because the workers have the chance to boost their competence, gain new skills and remunerated for involvement to the objectives of the institution (Ahadi&Suandi, 2014). Structural empowerment begins at the superior managerial level and is passed down to members, where it is agreed upon to start the empowerment implementation (Appelbaum et al., 2014).

According to Ameer, et al. (2014) worker at low levels of the organizational ladder can be structurally empowered when she/ he have access to data, opportunity, support and resources. Kanter's (1993) claim that concept of organizational structural power offers a vital outline for studying job climate on the employee insights of the actual circumstances at work, & eliminating powerlessness of the staff. Since the individual's reaction to being empowered, he/she is properly performing the job with satisfaction. But Kanter (1993) defines empowerment empowering individuals from the leaders' perspective, as manager adoption of coaching style rather than controlling style, and assists employees to solve problems by sharing power with them. According to her, empowerment comes from decentralization, flattering hierarchy & enhances worker involvement. The conceptual outline of this study relays on structural empowerment as defined by Kantar's theory of structural power (1993).

Until the late 1980s, researchers concentrate on external factors empowering staff. Conger & Kanungo (1988) were the first pioneers how focus on the empowerment psychological experience. They tackled the empowerment from individual standpoint in which individuals are to persuade to "self-empowered". Some scholars (Pelit et al., 2011) claimed that management practices are only set of situations which may delegate staff, but will not necessarily do it. In other words, the managerial implementation concept deals with the managerial efforts for providing the empowerment necessary conditions. Adding to that, the employee managerial implementations perceptions are essential, which composes psychological factors of empowerment. Onger & Kanungo (1988), define empowerment to be "self-efficacy" boosting process among organizational staff. Then, Thomas & Velthous (1990) extended Conger & Kanungo (1988) approach; determine four dimensions of task cognitions, which touch the intrinsic task motivation, such as: meaningfulness, competence (equal to Conger & Kanungo's self-efficacy), impact and choice (self-determination). Thomas & Velthouse (1990), Conger & Kanungo (1988) define empowerment according to the expectancy theory of motivation or the so called valence – instrumentality- expectancy theory (VIE), developed by Victor Vroom (1964), individuals are going to behave in a manner they perceive will bring appreciated and significant outcomes. This cognitive process evaluates the motivational force (MF) of different behavioral choices based on the individual apparent opinion of the results. Therefore, the managers must encourage and build self-efficacy of their staff, by giving them the perfect resources, knowledge sharing opportunity, skills, data, and support from superiors, peers, and subordinate, for the increase of individuals' expectation (Islam, Jantan, Khan, Rahman, & Monshi, 2018).

Research findings revealed the significance of psychological empowerment as predictors to boost job satisfaction of numerous sector, of which; banking sector (Khera, 2015; Abdissa & Fitwi, 2016), IT industry (Rana & Singh, 2016), and hotels segment (Pelit

et al., Al-Ababneh et al., 2017). Hence, psychological empowerment has a significant impact on organizational commitment (Ambad & Bahron, 2012; Alshura, et al, 2016) and HR productivity (Yaghoobi et al, 2011). In this research, the psychological empowerment concept is guided by the concepts founded by Spreitzer (1995). Empowering employee can occur in several forms. There are 5 empowerment stages psychological construct as determined by Conger & Kanungo (1988). Phase number 1: determines the circumstances within the workplace contribute to the powerlessness feeling among personnel, leading managers to adopt empowerment strategies. In phase 2: This aimed at deducting some external factors capable of powerlessness, and provides subordinates with self-efficacy data on phase 3. As a result of receiving such data, subordinates feel empowered in phase 4, and the behavioral effects of empowerment are noted in phase 5.

Reviewing the literature relates to employee empowerment, work engagement, and employee performance are presented under the following titles:

Employee Empowerment and Employee Performance

In the hospitality sector, various studies show the great effect of psychological empowerment on job performance. In Ireland, Connolly and McGing's (2007) conducted exploratory study over practices of work performance which revealed that the hospitality sector was instrumental in work practices advancement, plus in empowering workers in general to strengthen staff representation and participation. For an efficient implementation of the empowerment & for accomplishing employees their work efficiently, it is necessary and an onus on management to continuously create the right circumstance and to bring up tailored support, resources & data.

In Turkey, Tetik (2016) studied the influence of psychological empowerment and its dimensions (impact, meaning, self-determination, , competence) over job performance and job satisfaction among (381) tourist guides, and results revealed that psychological empowered guides showed higher performance plus that impact dimension was the most important factor for increasing guides job performance. Because if the workers felt their ability to control the institution outcomes and decisions, the performance level would be increased. But the weakest relationship was between job performance & meaning. In Egypt, Nassar (2017), examined the effect of empowerment over readiness for and organizational changes acceptance among Egyptian chain hotels employees. The findings asserted that there is no correlation between acceptances of change with any individual dimension of psychological empowerment. However, the regression analysis displayed that psychological empowerment showed slight, but significant, positive effect on organizational change acceptance. These findings suggest that the hotel managers have to consider the effect of psychological empowerment when preparing for organizational change.

A study conducted in Malaysia by Hee et al. (2014) on the hotel segment targeted to investigate the relationship between structural perspective employee performance, transformational leadership, teamwork, and work environment and employee empowerment. The data were collected using self-administered questionnaire among 400 respondents working in hospitality sector. The research results show that there is a significant relationship between empowerment and performance, indicating a direct relationships when empowerment is high, performance will upsurge at the workplace. Giving autonomy and power for acting independently, employee minimizes error and enhances performance by responding quickly to decision-making for any changes (Islam et al, 2018).

Employee Empowerment and Work Engagement

Through the mediation role of psychological empowerment, and the leadership style affect in hotels sector, Çağlar (2012) studied the impact of worker structural empowerment on work engagement through perceived empowerment and external empowerment among workers & bosses in the Turkish 4 and 5 star- hotels. The results of the study reveal that there is a level of engagement is influenced by the external empowerment through the mediation role of perceived empowerment, whereas leadership style moderates the relation between external & perceived empowerment. Moreover, individuals' engagement and empowerment boost with job position, experience and age. Moreover, the competence dimensions and meaning had significant impact on work engagement. Based upon social exchange theory & job demands-resources model of work engagement, Jose & Mampilly (2015) conducted a study in Central Kerala, South India with 177 personnel in the service segment; they examined the effects of psychological empowerment and perceived supervisor support on employee engagement. The results showed that the psychological empowerment influenced positively the employee engagement and the supervisor support over them was perceived. Moreover, psychological empowerment was fully mediated the relationship between employee engagement and recognized supervisor support.

Different research inspected the role of psychological empowerment and work engagement as backgrounds of job satisfaction over Portuguese hotels sector by Moura et al., (2015). The study conducted over 152 hotel Portuguese workers. The study outcomes showed that job satisfaction was significantly predicted by work engagement & psychological empowerment. Findings also backing JDR model by showing that positive outcomes, such as job satisfaction, may be predicted by job demands & motivational process. Practically, JDR model provides a framework for understanding engaged, motivating workplaces and satisfied hotel staff.

Another study held on Bangladesh hotels sector with (237) respondents, examines psychological empowerment effect on organization engagement and organizational work. The study findings reveal that psychological empowerment has a significant impact over work and organization engagement. Thus, managers should appreciate the engagement and benefits of it for the association & individuals. Also, they should focus more over creating psychological empowerment to their staff through understanding the meaning, effect, competence and self-determination, for having engaged people (Nawrin, 2016).

Work Engagement and Employee Performance

Research have been interested in the new concept of employee engagement that grown dramatically in the recent decade. Employee engagement represents a work-related brains state characterized by fulfillment, enthusiasm, feelings of vigor, dedication and absorption (Eldor & Vigoda-Gadot, 2017). Although the popularity of employee engagement between business operators has inspired many practitioner studies, theory-based academic research from the organizational behavior perspective was relatively limited, especially regarding how employee work engagement would enhance their work performance. Anitha (2014) study held to determine key antecedent of employee engagement, and its impact on the employee performance. About (383) of workers of low & middle managerial level participate in the study. According to the study findings; three elements have a significant relation with employee engagement: team, working environment & co-worker relationships. Plus, the study revealed that the employee performance is greatly influenced by employee engagement and that has a significant impact on employee performance. So, having an optimistic atmosphere at work with good team relationship and co-worker are

meant foreteller in parallel with determinants of employee engagement, has an effect on employee performance.

Garg & Sharma (2015) have built a study designed at discovering the mediating effect of employee engagement in the relationship between 3 high-performance practices of work (HPWP): awareness, availability and perceptual level and employee performance. Members of the service and manufacturing companies in the National Capital Region (NCR) in India randomly consisted the sample of this study. The results asserted that modern HPWP on job performance has significant impact. Moreover, employee engagement was detected to have total mediating influence over relationship job performance and HPWP.

Employee Empowerment, Work Engagement, and Employee Performance

Akhtar et al. (2016) explored the impact of 3 high-performance work practices (HPWP): reward systems, empowerment, and training on the employee performance in the banking sector of Pakistan. The research planned also at examining the effect of employee engagement role as mediator. They measured the employee performance through 3 dimensions: job performance, organizational citizenship behavior, extra-role customer and services. According to the results, HPWP is positively determined employee performance, & HPWP has a significant effect on employee engagement. Moreover, the employee engagement determines employee performance significantly, work engagement partially mediates the relationship between employee performance & high-performance work practice.

Another study conducted by Sattar et al. (2015) over banking segment among (161) workers of 3 leading Pakistani banks. The research explored HRP influence including training, rewards, and empowerment on employee engagement, with work engagement on personnel outcomes (job satisfaction and employee performance) intervention. The findings pointed that empowerment & training affect directly to work performance and the employee job satisfaction, whereas the considerable contribution was the same level as empowerment. Moreover, work engagement mediates the relationship between HR practices & job satisfaction employee & performance partially. In the hospitality segment, Karatepe (2013) examine the mediate functions of work engagement between HPWP relationship (empowerment, training, and rewards) with employee performance. Data collected based on full-time front line hotel directors and their members using self-administered questionnaire. According to the results, HPWPs has manifested by frontline employee appraisal of training, rewards and empowerment enhance work engagement, as it enhances job performance and extra-role customer services in return. Moreover, the work engagement mediated between HPWP, job performance, and extra-role customer services in a perfect manner.

The Study's Conceptual Framework

To direct this research, conceptual literature and guideline was developed by the theoretical background and empirical research relating to the impact of work empowerment on work engagement, and the social exchange theory of employee performance, all reviewed and integrated. The study framework consists of the independent variables: structural and psychological empowerment; the structural empowerment as described by Kanter's theory of organizational empowerment and measured by Laschinger et al. (2001), where it focuses on the conditions of work environment empower individuals, and the psychological

empowerment as described and tested by Spreitzer study (1995) who centralized on the psychological experience of empowerment. While work engagement was presented as mediating variable in this study, as studied & measured by Schaufeli et al. (2002), who describes it as an optimistic connections that individuals feel toward their job. Sales and marketing performance is a dependent variable and is tested according to Guan and Frenkel, (2018) and Yin, (2018). Reviewing the related literature and theoretical background, a suggested model of the employee empowerment influence on sales and marketing workforce performance, through the mediating function of work engagement was built as shown in figure (1).

Figure (1): Study Conceptual Framework

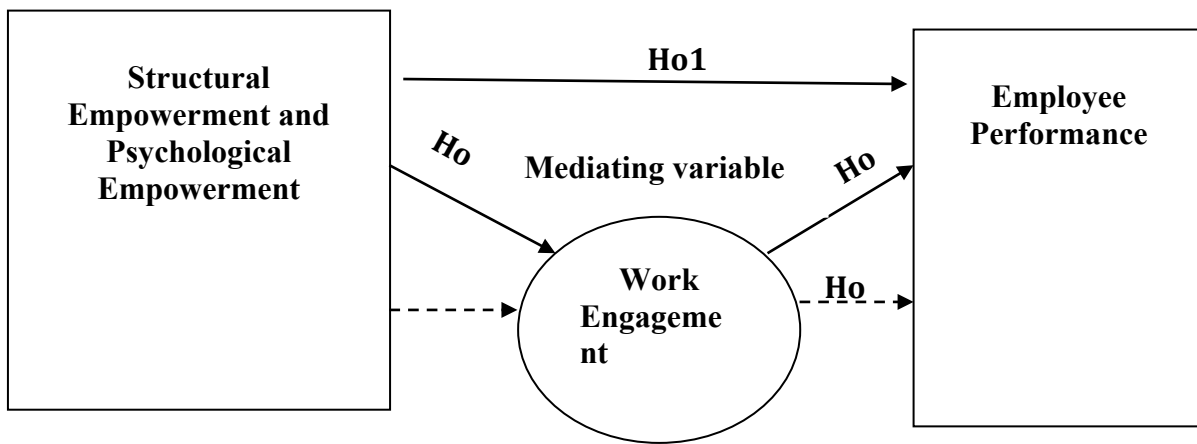


Figure (1): Study Conceptual Framework

Based upon this conceptual framework, the following hypotheses are suggested:

- Ho1:** The employee empowerment (structural and psychological empowerment) has a significant influence on sales workforce performance.
- Ho2:** The employee empowerment (structural and psychological empowerment) has a significant influence on work engagement.
- Ho3:** The work engagement has a significant influence on sales workforce performance.
- Ho4:** The work engagement is significantly mediating the relationship between employee empowerment and sales performance.

Research Methodology

Gaining empirical data needed to validate this study's conceptual model and examine its hypotheses, self-administrated questionnaire was used to collect the data. The target respondents were limited only to employees working in sales and marketing departments, since they represent the biggest ratio of five-star Jordanian hotel workers. The total numbers of employees of sales and marketing departments in five-star hotels in the Kingdom are almost 231 in 2018 (JAS, report, 2018).. According to Sekaran & Bougie (2013), the appropriate unit of analytical size was 144 employees which represent 62% of the study population. To get a higher response and getting results more representable to the population, the researchers preferred to increase the percentage to 86% of the overall population by distributing 200 questionnaires. The questionnaire was distributed personally and collected within three months' time. The researchers managed to collect 186

questionnaires with response rate 93%, and 26 questionnaire were invalid, and that 160 questionnaire was valid for analytical purpose, with a usage rate of 80%, which is considered reasonable.

In this survey, the independent variables (work empowerment), mediating variable (work engagement) and the dependent variables (i.e., workforce performance) were measured using a five –point Likert scale. The questionnaire's content (constructs and measures) were mainly selected and adopted from relevant previous research (Laschinger et al. 2001, Schaufeli et al. 2002; Guest , 2014; Christian, et al., 2011; Albrecht, 2013; Bedarkar, et al., 2013; Albrecht, et al., 2015, Tetik, , 2016, Bedarkar et al., 2014; Anitha, 2014; Guan and Frenkel, 2018;Yin, 2018) and were modified to the Jordanian hotels companies practice context based on the pilot study results and feedback by five professional academic staff in this filed.

Data Analysis

Validity and Reliability Test

The study tool was reviewed and judged by five professional academics in business administration at the University of Jordan, to examine the face validity of the research instrument, which are experienced and knowledge in this field, thus their suggestions, opinions and comments were taken into confederation. In addition, experts provided some suggestions for changing wordings in some questions to guarantee clarity and questionnaire accuracy. Also, for performing construct validity, Exploratory Factor Analysis (EFA) test was used for the study variable. Table (1) shows (EFA) for all the study variables. The CFA model results for all variables showed that the first order of factor loading for all items ranged from 0.6774 to 0.944. All of factors loading were higher than the cut-off of 0.600.

Table 1 CFA Findings for Study Variable.

Structural empowerment		
1- Opportunity (Eigen value = 2.416, cumulative variance % =80.544, KMO =0.772, Bartlett's Test of sphericity = 262.393, sig = 0.000).		Factor Loadings
Q1	I have challenging work in my job.	0.920
Q2	There is a huge chance to gain new skills & knowledge at work	0.911
Q3	The Tasks I do use all my own skills and knowledge.	0.860
2- Information (Eigen value = 2.374, cumulative variance % =69.125, KMO =0.684, Bartlett's Test of sphericity = 265.349, sig = 0.000)		Factor Loadings
Q4	I have information about the current state of the hotel.	0.824
Q5	I have information about the values of top management.	0.932
Q6	I have information about the goals of top management.	0.908
3- Support (Eigen value = 2.470, cumulative variance % =82.322, KMO =0.728, Bartlett's Test of sphericity = 289.769, sig = 0.000)		Factor Loadings
Q7	In my work, I receive specific information about things I do well.	0.874
Q8	In my work, I receive specific comments about things I could improve.	0.930
Q9	In my work, I receive helpful hints or problem solving advice.	0.917

4- Resources (Eigen value = 2.171, cumulative variance % =72.382, KMO =0.713, Bartlett's Test of sphericity =155.917, sig = 0.000)		Factor loadings
Q10	I have available time to do necessary paperwork.	0.839
Q11	I have available time to accomplish job requirements.	0.863
Q12	I have temporary acquiring help when needed.	0.851
5- Formal Power (Eigen value = 2.185, cumulative variance % =72.825, KMO =0.680, Bartlett's Test of sphericity =170.098, sig = 0.000)		Factor loadings
Q13	In my work setting there are rewards for innovation on the job.	0.829
Q14	I have a considerable amount of flexibility in my job.	0.900
Q15	I have a considerable amount of visibility of my work-related activities are within the hotel.	0.829
6- Informal Power (Eigen value = 2.915, cumulative variance % =72.662, KMO =0.830, Bartlett's Test of sphericity =316.734, sig = 0.000)		Factor loadings
Q16	I collaborate with supervisors on customer service.	0.836
Q17	I sought out by my peers for help with problems.	0.866
Q18	I sought out by managers for help with problems.	0.881
Q19	I seek out ideas from subordinate other than supervisors.	0.831
Psychological Empowerment		
1- Meaning (Eigen value = 2.671, cumulative variance % =89.035, KMO =0.759, Bartlett's Test of sphericity =421.401, sig = 0.000)		Factor loadings
Q20	The work I do is very important to me.	0.943
Q21	My job activities are personally meaningful to me.	0.956
Q22	The work I do is meaningful to me.	0.932
2- Competence (Eigen value =2.371, cumulative variance % =79.371, KMO =0.717, Bartlett's Test of sphericity =239.235, sig = 0.000)		Factor loadings
Q23	I am confident about my ability to do my job.	0.895
Q24	I am self-assured about my capabilities to perform My work activities.	0.917
Q25	I have mastered the skills necessary for my job.	0.855
3- Self-Determination (Eigen value =2.208, cumulative variance % =73.602, KMO =0.707, Bartlett's Test of sphericity =171.893, sig = 0.000)		Factor loadings
Q26	I have significant decision making authority in determining how I do my job.	0.895
Q27	I can decide on my own how to go about doing my work.	0.917
Q28	I have considerable independence and freedom in how I do my job.	0.855
4- Impact (Eigen value =2.259, cumulative variance % =75.288, KMO =0.670, Bartlett's Test of sphericity =214.603, sig = 0.000)		Factor loadings
Q29	My impact on what happens in my job is Large.	0.788
Q30	I have a great deal of control over what happens in my job.	0.894
Q31	I have significant influence over what happens in my job.	0.916
Work Engagement		
1- vigor (Eigen value =3.941, cumulative variance % =65.680, KMO =0.879, Bartlett's Test of sphericity =519.283, sig = 0.000)		Factor loadings

Q32	When I get up in the morning; I like to go to work.	0.777
Q33	At my work, I feel bursting with energy.	0.842
Q34	At my work I always persevere, even when things do not go well.	0.813
Q35	I can continue working for very long periods At a time.	0.774
Q36	At my job, I am very persistent, mentally.	0.821
Q37	At my job, I feel strong and vigorous.	0.834
2- absorption (Eigen value =3.713, cumulative variance % =61.879, KMO =0.804, Bartlett's Test of sphericity =496.518, sig = 0.000)		Factor loadings
Q38	When I am working, I forget everything else around me.	0.771
Q39	Time dieswhen I am working.	0.811
Q40	I get carried away when I am working.	0.817
Q41	It is difficult to detach myself from my job.	0.759
Q42	I am immersed in my work.	0.828
Q43	I feel happy when I am working intensely.	0.730
3- Dedication (Eigen value =3.910, cumulative variance % =78.206, KMO =0.876 , Bartlett's Test of sphericity =632.712, sig = 0.000)		Factor loadings
Q44	To me, my job is challenging.	0.906
Q45	My job inspires me.	0.867
Q46	I am enthusiastic about my job.	0.875
Q47	I am proud on the work that I do.	0.888
Q48	I find the work that I do full of meaning and purpose.	0.885
Employee Performance (Eigen value =6.753, cumulative variance % =67.534, KMO =0.919, Bartlett's Test of sphericity =1314.989, sig = 0.000)		Factor loadings
Q49	I rate myself in terms of the quantity of work I achieve.	0.826
Q50	I rate myself in terms of my ability to reach my goals.	0.847
Q51	I rate myself in terms of the potential I have for reaching the top 10% in performance among coworkers in my hotel.	0.826
Q52	I rate myself in terms of quality of my performance in regard to customer relations.	0.847
Q53	I rate myself in terms of quality of my performance in regard to management of time	0.841
Q54	I rate myself in terms of quality of my performance in regard to planning ability.	0.828
Q55	I rate myself in terms of quality of my performance in regard to management of expenses.	0.802
Q56	I rate myself in terms of quality of my performance in regard to the knowledge of my service.	0.802
Q57	I rate myself in terms of quality of my performance in regard to knowledge of hotels competitors.	0.74
Q58	I rate myself in terms of quality of my performance in regard to knowledge of customer needs.	0.854

The outcomes of exploratory factor analysis in table (1) demonstrate clear validity since all questions of each variable dimensions are loaded on one factor and the values are greater than (0.3), which indicates variables questions belongs to their original latent variable. The

Eigen values of all factors are more than 1, meaning that all factors are largely responsible for data variance. The (KMO) of sampling adequacy values are significant and acceptable, which are above than (0.6). Therefore, the Bartlett's test of Sphericity values is significant ($p=0.000$) and less than the significant level ($\alpha \leq 0.05$), which means a homogeneity among the variances. These results reveal the survey validity. Also, the reliability coefficient (Cronbach's Alpha) of the four variables and their dimensions are above 0.8, which indicates a very good reliability (Alsaaidah, 2010, Hee et al., 2014), which indicate that the scale clauses have good stability and internal consistency.

Hypotheses Testing Results

To test the study hypotheses, multiple regression analysis was applied (Ho1, Ho2 and Ho3). The summary results of the first hypothesis (Ho1) in table (2) show that the R value (0.702) meaning that a positive correlation between employee empowerment and employee performance at the significance level ($\alpha \leq 0.05$) occurs. The value of R square (0.493) indicated that (49.3%) of the variance in employee performance can be explained throughout both of employees empowerment factors (structural and psychological). plus, the results indicate that the most important variable that explains the distinction on employee performance is structural empowerment with the influence value of (52.7%).

Table2 Summary Regression Result for the First Hypothesis

Variables	Model summary			ANOVA		Coefficients(a)		Beta
	R	R Square	Adjusted R Square	F-value	Sig	T	Sig.(P-value)	
	0.702	0.493	0.486	76.232	0.000			
Constant						2.359	0.020	0.663
Structural Empowerment						4.702	0.000	0.527
Psychological Empowerment						2.952	0.004	0.326

The summary results for the second hypothesis (Ho2) in table (3) show that the multiple correlation coefficient (R) value is (0.689) indicating that there is a positive correlation between employee empowerment and work engagement. The value of the coefficient of determination(R square) is (0.475). 47.5 % of the variance in work engagement can be explained through factors of structural empowerment and psychological empowerment. The small value, 0.007 (R square (0.475)-Adjusted R square (0.468) = 0.007) indicates that the results of the study sample might depart from the results of the study population by (0.007), so, the sample of the study is representative. Table (3) shows that the ANOVA will be employed in the main hypothesis testing, the F-value is (70.962) and is significant (Sig.F=0.000) at ($\alpha \leq 0.05$), meaning that a statistically significant influence of employee empowerment on work engagement occurs. Testing the sub hypotheses, the coefficients are employed.

Table 3 Summary Regression Result for the Second Hypothesis

Variables	Model summary			ANOVA		Coefficients (a)		Beta
	R	R Square	Adjusted R Square	F-value	Sig	T	Sig.(P-value)	
	0.689	0.475	0.468	70.962	0.000			
Constant						3.869	0.000	0.988

Structural Empowerment		5.060	0.000	0.515
Psychological Empowerment		2.290	0.023	0.229

As less than the significance level ($\alpha \leq 0.05$), the results show that p-value of structural empowerment was significant ($p = 0.000$) where the value of t calculated is (5.060) which is above t tabulated (1.96). So, a statistically significant influence of structural empowerment over work engagement exists, and the influence value is (51.5%). For the psychological empowerment the p-value is significant ($p = 0.023$) as less than the significance level ($\alpha \leq 0.05$), and the value of t calculated is (2.290) which upper to t tabulated (1.96). So, there is a statistically significant influence of psychological empowerment on work engagement, where such influence value is (22.9%). However, the results indicate that the most important variable that explains the variance in work engagement was structural empowerment with influence value (51.5 %).

The summary results of the third hypothesis in table (4) shows that R value is (0.709), which pointing that there is a positive correlation between work engagement dimensions (vigor, absorption, dedication) and employee performance. The value of R square is (0.503) indicating that (50.3%) of the variance in employee performance was clarified using factors of vigor, absorption, and dedication. The small value 0.01 (R square (0.503)-Adjusted R square (0.493) = 0.01) indicates that the study sample results might deviate from the study population results by (0.01), so, the sample of the study is representative. Show in table (4), the main hypothesis was tested using ANOVA test, the F-value is (52.593), which is significant (Sig.F=0.000) at the significance level ($\alpha \leq 0.05$), so, there is statistically significant influence of work engagement dimensions on employee performance. The coefficients are employed for testing the sub hypothesis, p-value of vigor is significant (0.000) at the significance level ($\alpha \leq 0.05$) and t calculated is (3.647), which is greater than t tabulated (1.96). So, vigor dimension has a statistically significant influence on employee performance, and the influence value is (42%). For the absorption dimension, p-value is significant (0.015) at the significance level ($\alpha \leq 0.05$), and the t calculated is (-2.466), which is beyond t tabulated (-1.96). Subsequently, absorption dimension on employee performance was noted to have a statistically negative influence with the influence value of (-0.221). The dedication dimension p-value is significant (0.000) at the significance level ($\alpha \leq 0.05$), and t calculated (4.617) above than t tabulated (1.96). So, there is statistically significant influence of dedication dimension on employee performance, and value of influence is (50.5%). Moreover, according to the results, the most important dimension that explains the variance in employee performance was a dedication dimension with influence value of (50.5%).

Table 4 Summary Multiple Regression Results for the Third Hypothesis

Variables	Model summary			ANOVA		Coefficients(a)		Beta
	R	R Square	Adjusted R Square	F-value	Sig	T	Sig.(P-value)	
Constant	0.709	0.503	0.493	52.593	0.000	4.376	0.000	1.139
Vigor						3.647	0.000	0.420
Absorption						-2.466	0.015	-0.221
Dedication						4.671	0.000	0.505

AMOS test is used to examine the fourth hypothesis (Ho4), that states the role of the work engagement as mediating variable in the influence of employee empowerment on employee performance, Step1 (Table 4) shows that there is a significant influence of

employee empowerment on employee performance at significance level, ($\alpha \leq 0.05$), the value of this influence is (0.903), and the value of R^2 is (0.535).

Table 5 Step 1 Results

Variable	SIG	Estimate	C.R	S.E.	R ²
E.P<-----E.E	0.000	0.903	7.623	0.118	0.535

The results in step 2 (Table 5) denote that there is significant influence of employee empowerment on employee performance (sig = 0.000) at level ($\alpha \leq 0.05$) and the value of this influence decreased to (0.577), also the value of R^2 is increased to (0.593), moreover the influence between employee empowerment on work engagement, and the influence between work engagement & employee performance are significant (sig = 0.000) at the significance level ($\alpha \leq 0.05$). This result indicates that the work engagement mediates partially in the influence of employee empowerment on employee performance.

Table 6 Step2 Results

Variable	SIG	Estimate	C.R	S.E.	R ²
E.P<-----E.E	0.000	0.577	4.793	0.120	0.593
W.E<-----E.E	0.000	0.728	7.079	0.103	
E.P<-----W.E	0.000	0.441	3.829	0.115	

Results also reveal that when the structural and psychological empowerment merged together in the presence of work engagement, the level of performance will come up ($R^2 = 0.593$, $p = 0.000$).

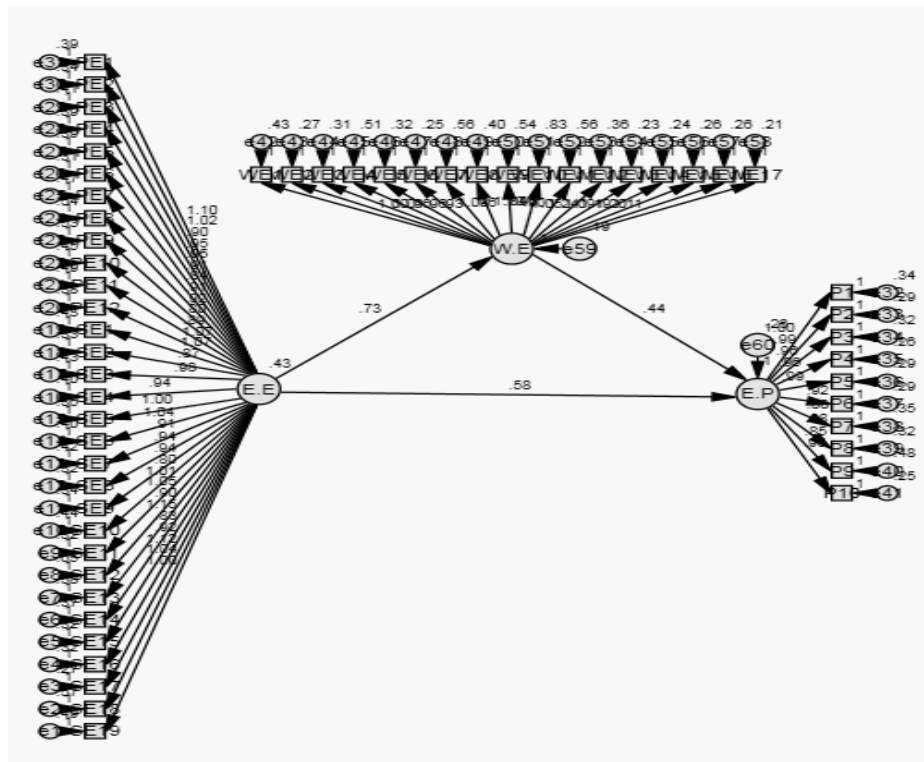


Figure 2: The Hypothesized Model for the Indirect Influence of Employee Empowerment on Employee Performance.

Discussion

The current study is examining the influence of the employee empowerment (structural and psychological) with the presence of work engagement as a mediating variable on the Jordanian sales of five-star hotels workforce performance. Findings have clarified that there is appositve and a significant influence of employee empowerment on employee performance. Hee et al., 2014 (2014), supports this results who claimed that when institutions empower their staff to solve problems and take the decision freely and independently, employee performance will boost positively. Because employees can react rapidly to any changes in the climate which is translated in fulfilling customer need and demands.

Adding to that, employee empowerment has a significant influence on work engagement; this result validates tenets of (Social exchange theory) that states; upon granted and giving the employee the opportunity to think and behave independently, the level of engagement will increase. According to social exchange theory, empowered and well training employees, feel consideration, deliberation and attention where they repay the institution by showing engaged conduct. This engaged behaviour of staff motivates them to perform an additional duty, which results into the association's innovation and creativity. Moreover, engaged employees become the core of or key players of the innovative performance and pulls more endowed individuals to the association. From a different angel staff can cost the association when his productivity decrease, high turnover and absenteeism (Karatepe, 2013).

Nawaz et al. (2014) approve these study findings; the scholars asserted that bosses must empower their staff to enhance their engagement level. Because the trained and empowered employee, feels that the organization care about he/she, and that in return leads to engage employee. The same findings of Karatepe (2013), who revealed that the association invests in its HR through training, empowerment, & reward employee, its staff shall repay the company by positively engaging. Garg & Sharma (2015), consider the HR practices as the firm personal commitment toward workers, and the workers reciprocate with a higher level of commitment and engagement.

Moreover, the findings disclose that work engagement has a significant effect over sales and marketing workforce performance. Meaning that top performed employee is the engaged one. This result consists with (Anitha, 2014; Dajani, 2015; Gupta et al., 2015) findings, which indicates that as much as people are engaged in the firm as much as they display a high level of job performance. This demonstrate that engaged people are proactive and take the lead in placing higher goals, experience positive feelings feel competent, and process data better, committed employee, not absent, all of such realities make people engaged more performed. Garg & Sharma (2015), also assert on ensuring work engagement, organizations will gain happy and satisfied members, which leads to boost employee performance and diminish turnover. Engaged workforces are extra vigilant and more task-focused, they respond to clients' requests and problems sufficiently and have a high quality performance (Karatepe, 2013 Albrecht, 2013; Tetik, , 2016; Yin, 2018).

Furthermore, dedication dimension was found to have the most significant influence on sales performance, because five-star hotels workers become proud and feel importance to contribute to the institution, so they do their maximum, their best energies, love and appreciation for work. But, our study finds that the absorption dimension has a negative impact on the level of performance this can be illustrated by the nonstop working, or the continuous working hours, which makes worker work with low energy, increasing the faults, which in results can have the adverse influence on employee performance.

Accordingly, a rest time should be given to staff during the job time, and The working hours are set to a reasonable level for the staff to be efficient and effective and energetic (Iqbal et al., 2015).

Finally, based on the acquired results, a partial mediating role of work engagement was founded in the influence of employee empowerment on sales and marketing performance. This finding supports the social exchange theory (SET), which exposes that empowered employee in the workplace; he/she appreciates the organization, & becomes grateful to repay it by being engaged and showing optimistic attitude, which ultimately increases the level of performance.

Research Managerial Implications

The current study findings delineate several useful managerial implications useful to hotels management. First, establishments that aimed at enhancing marketing employee performance level should focus on improving and up surging the level of staff, empower them at work structurally and psychologically, for pulling the engaged workers with positive connection toward their work & can go beyond formal role requirements for satisfying customers need. Structural empowerment refers to giving individuals the independence & autonomy to decide by their own about improving their opportunities and job activities. By providing continuous training course to increase awareness about services, customers, competitors and make educate decisions, which affect staff achievement level in particular and the overall organization performance. While psychological empowerment relays on improving employee perceptions about empowerment experience by understanding the four cognition that person makes toward his work (impact, meaning, competence, self-determination,), because when the worker feel his job full meaning, perform job appropriately, free choices and have significant impact on job results, the level of performance will come up ultimately. Therefore, managers should consider allocating more resources to the implementation of empowerment programs.

Second, another important practical implication for associations is the need to grasp the importance of social exchange theory (SET) for work performance and work engagement outcomes. Additionally, hotels directors shall offer employees with empowerment that may obligate them to swap and repay the organizations where they work at the highest levels of participation, which simultaneously influence their level of performance, and the whole establishment performance and maintaining competitive advantage, particularly in hotels segment. So, managers should grant staff an adequate autonomy and responsibility in dealing with clients' requests, reacting quickly and taking fruitful decisions.

Third, good information about sales and marketing workforce working at five-star hotels empowerment could be grasping from this research. These findings can help hotels managers to upsurge the employee performance. Fourth, the sales and marketing workforce acceptance of empowerment was not assured yet, as it may be looked at as additional responsibilities & efforts. And a certain individual are change resistance, they are fear of fill into fault and being punished. In such manner, training staff, support them to decrease their fears and accept empowerment as part of their function is the key role of the managers.

Limitations and Future Research

This research has the following limitations. First, as it focuses on Jordan, to generalize the results, future research is warranted in other settings. Second, proposed model testing

in other environmental service contexts would be interesting. This study was limited to five-star hotels sector; future studies may focus on different service sectors. Third, while employee's engagement is multi-dimensional construct, this research applied the concept as a single-factor construct. Also cross-sectional surveys were used, data are gathered in a particular time, and analysis is restricted to the specified period. Future research can use longitudinal survey where data are gathered over different period. Fourth, this study examined the influence of employee empowerment on employee performance as one dimension, of which job performance. Future research could adopt multi-dimensions for employee performance, like extra role customer service, creative employee performance, and organizational behaviors.

Conclusion

This study has extended the literature regarding a comprehensive understanding of the relationships between work empowerment, employee performance, and work engagement. It also significantly contributes to supporting the social exchange theory by supporting the links between work empowerment, employee performance, and work engagement. This research provides many theoretical contributions to the literature of work engagement, one of which is to validate the study framework applied to the Jordan hotels service sector. To sum up, an organization should understand employees more carefully, more than any other factor, or component of the overall management process, because the most strategic and powerful contributor to organization's competition position are employees. Organizations and individuals share a symbiotic relation, where both depend on each other for satisfying their needs. Findings of the current study are presented. First, the influence of employee empowerment on work engagement was examined; two dimensions of employee empowerment (structural and psychological) have a significant influence on work engagement. Second, the influence of employee empowerment on sales and marketing performance was tested, where both structural and psychological empowerments were found to have a significant impact on the level of performance. Third, the research examined work engagement that significantly determines the employee performance among five-star hotels workers. Fourth, the study examined work engagement, which partially mediated the influence of employee empowerment on sales and marketing workforce performance.

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