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**THE ROLE OF HUMAN POWER AND IMPACT ON THE
EMPLOYEE PERFORMANCE IN FIVE STAR HOTELS**

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SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI

INSAN GÜCÜNÜN ROLÜ VE ETKİSİNİN
PERFORMANSA KATKISININ BEŞ YILDIZLI
OTELLERDE ARAŞTIRILMASI

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım [The Role Of Human Power Andimpact On The Employee Performance Infive Star Hotels] adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

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ÖNSÖZ

The Role Of Human Power And impact On The Employee Performance In five Star Hotels başlıklı, Bu araştırmanın temel amacı; eldeki insan gücü ve çalışmaya performansı arasındaki ilişkiyi, liderlik, takım çalışması, çalışma ortamı ve çalışan performansı ile ilişkisini incelemektir.

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Çalışmayı tamamlama konusunda moral ve motivasyonumu üst düzeyde tutmama yardımcı olan aileme şükranlarımı sunarım.

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ÖZET

Bu araştırmanın temel amacı; eldeki insan gücü ve çalışama performansı arasındaki ilişkiyi, liderlik, takım çalışması, çalışma ortamı ve çalışan performansı ile ilişkisini incelemektir. Kürdistan Bölgesi Erbil'de otel sektöründe çalışmak isteyen katılımcılara 150 kişiye ulaşılmış ve bir anket yapılmıştır. Toplanan bilgiler, Frekans analizi ve SPSS'le açıklanmaya çalışılmıştır. Çalışma sonunda, çalışanların performansına, bağımsız değişken olan (yetkilendirme ve dönüşüm liderliği, takım çalışması ve çalışma ortamı) önemli etki ettikleri belirlenmiş ve bunlar arasında bir ilişki olduğunu elde edilmiştir.

ABSTRACT

Our primary goal for the study of this research is to study the relationship and the extent of effects between human strength and performance of staff in hotels of five-star through the study of the relationship between these four variables, empowerment and transformational leadership, teamwork, work environment, with the employee's performance. We have 150 sets of questionnaires attended and distributed to participants who work in the hotel sector in Erbil province of Kurdistan. Also, we chose SPSS program to study the information that has been collected. Between us and there is a great relationship between the four independent variables with the employee's performance. And key findings and obstacles that we encountered our midst and recommendations imposed to study the implications and finally the conclusions.

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CHAPTER 1

1.1 INTRODUCTION

The achievement of the endeavour depends for the most part on the energies of human or human arrangement and its capacity to arranging and HR improvement, and therefore must note that the employee's performance. The poor performance hurt the organization's success and good performance makes the success of the organization in every industry. And is the path to success, there are many factors that affect the performance of the employee. Explore and understand those factors that affect the employee's performance in the hotel industry are the purpose of this study. In Chapter 2 will start there with a background of research to fully understand the concepts of the hospitality industry and the factors (dependent variables) impact on employee performance (independent variables) in the hotel sector. The following section is a problem statement to identify problems that will affect the employee's performance in the hotel sector.

A good service needs excellent employees' performance. There are many factors that can affect Human Capital performance in this industry. Since I was aware of such importance, I am conducting this research and will aim at how empowerment, transformational leadership, teamwork, and work environment in two Hotels in Erbil, Kurdistan Region of Iraq give influences to the employees performance to reach goals and maintain competitiveness.

After that, this chapter will continue with research questions, research objectives, hypotheses and the importance of the study. Finally, the chapter is formed planning, followed by a conclusion to summarize the whole chapter.

1.2 Research Background

Tourism industry in Kurdistan Region of Iraq is consistently developing yearly and it gives a lot of national salary to government. Hotel industry in Kurdistan Region seems to be a promising business in tourism industry since tourists are considered as important customers for this region. In addition, the profit of hotels is mainly come from tourists by providing accommodation and service to them. According to the General Board of Tourism in Kurdistan in 2012 the numbers of tourist who visited Kurdistan reached 2.2 million and 2.9 million at the end of 2013, and projected 5 million visitors in 2016. This industry generated 25,000 jobs and \$2.2 billion in revenues (investingroup.org).

And there is strong interest in Erbil Hotel firms' strategies and its performance; this is largely because service revenue is one of the main contributors to Kurdistan Region of Iraq national income after the oil industry.

There are some factor of human power that can effect on employee performance. Since we are aware of this importance, and we are conducting this research, which aims to how to enable, transformational leadership, teamwork, work environment gives the effects on employees' performance.

This means empowerment by delegating authority to his subordinates, and trying to allow staff to get Opportunity to participate in decision-making (Ross, 2000). Sometimes, it is for presidents to make decisions that are not as important and time-consuming. In fact, subordinates also can make such decisions in the right way. And delegating authority to his subordinates lead to a big commitment from the staff since the subordinates will feel valued by their organizations. Thus, it leads to good performance of employees at the end.

This can be explained as a Transformational leadership can be explained as a leadership style that is likely to inspire, motivate their subordinates, and direct them to achieve a particular goal (Ronald F. & Jason A., 2006). And lead to the strengthening of the Organization's commitment as well. It could be argued that the high level of employee performance will be achieved through the implementation of

transformational leadership because this kind of leadership style is likely to give specific guidance to his subordinates.

Teamwork can be described as the accomplishment of work by work groups within the organization (Michelle A., John E. & Stephen J., 2001). Teamwork requires interactions among co-workers. It is indicated that teamwork is likely to contribute high employee performance since each employee may possess certain competences, skills, and expertise which others do not have but it is essential in completing a specific task.

Work environment can be said that the situation of workplace. It is also an organization's ability of providing facilities and infrastructures to employees. Good work environment is likely to contribute higher employee performance because only health employees can achieve desired outcomes, thus enhance the overall performance (Nora, Greg R. & Michael G., 2002). Therefore, this study will explore the influences of these determinants in Erbil's hotel industry and how it can affect the employee performance.

1.3 Problem Statement

The administration segment in Kurdistan Region is constantly developing, particularly for tourism industry. Without a doubt, tourism industry has particularly added to the economy in Kurdistan Region. In this couple of years, invigorate the advancement of lodging industry in Erbil. Subsequently, superior in lodging industry will get to be distinctly one of the real markers of propelling the general economy in Erbil. The quantity of voyagers is continue expanding with the exception of the year 2015 and that due to the political hazard confronting the district from the war in Iraq and Syria.

Thus, to expand number of voyagers will call for diligent work and limited time procedures to upgrade the improvement of lodging industry in Kurdistan Region. Thus, elite in inn industry will get to be distinctly one of the real pointers of propelling the general economy in Kurdistan. In any case, keeping in mind the end goal to settle the issues that confronted in lodging industry all the more viably, I will

get to specific criteria of hierarchical execution which includes in the speculation of human funding to accomplish sought outcome in this area.

Numerous issues confront the inn business in Kurdistan Region, for example, beating faculty deficiency, turnover and work rate. Subsequently, one might say that human capital decides the accomplishment of inn industry. It is on account of this industry is additionally considered as work escalated division that depend vigorously on human collaboration or exercises. Additionally, popularity of qualified representatives is basic keeping in mind the end goal to give a higher nature of administrations toward their clients. Consequently, inn industry is urged to hold those significant representatives as could be expected under the circumstances and the inns likewise need to understand the cost of turnover to them since it is exorbitant for them to enlist, select, enlist and regulate new comers than preparing existing ones.

In my exploration, I will ponder how the strengthening, transformational administration, cooperation, and workplace impact the representatives' execution in inn industry and how solid of the connections are? Moreover, my review will go for the lodging business in Kurdistan Region of Iraq. These issues specified above have chosen the survival of lodgings in Kurdistan Region. The exploration addresses that expressed beneath are the primary concentration for this proposed consider:

1. How does empowerment affect employee performance in hotel industry?
2. What is the role of transformational leadership affect employee performance in hotel industry?
3. Does teamwork affect employee performance in hotel industry?
4. Does work environment affect employee performance in hotel industry?
5. Are the empowerment, transformational leadership, teamwork, and work environment will influence employee performance?

1.4 Research Objective

1.4.1 General Objective

There are two purposes in this research. First, it aims to provide a better understanding of human power and the factors that will have an impact on the performance of his work at the site. The second is to clarify the relationship between the variables and the role of these factors on the staff in the performance of the hotel sector.

1.4.2 Specific Objective

1. Recognize whether there is a noteworthy relationship amongst strengthening and worker execution in the inn business in Erbil Kurdistan Region of Iraq.
2. Show whether there is a huge relationship between transformational authority and worker execution in the inn business in Erbil Kurdistan Region of Iraq.
3. Distinguish whether there is a critical relationship amongst collaboration and representative execution in the lodging business in Erbil Kurdistan Region of Iraq.
4. Recognize whether there is a noteworthy relationship between workplace and worker execution in the inn business in Erbil Kurdistan Region of Iraq.

1.5 Research Importance

1. An effective association is measured on how worker play out their occupation, and what variable will influence representative execution in the business. Hence, this examination given businesses thoughts regarding the variables that influence representative's execution.
2. This research might be of awesome significance to lodging businesses in Kurdistan Region of Iraq, giving the extra data and information to which ready to complete powerful representative execution. Consequently, directors

can concentrate on which elements can really influence worker's execution and help in accomplishing higher benefit later on.

3. This research also will show its effect on organizational growth. Employees are greatest asset for every organization; organization will grow and prosper if employees performing well.
4. This research could be of help to students who are interested in the hospitality industry and could be of help to local library as an additional source of reference.
5. Finally, this research can be of help to all people interested in human capital in the hotel industry such as owner, managers, and government.

1.6 Research Hypothesis

Propose the following hypothesis to my research:

Hypotheses 1:

H0: There is not significant relationship between empowerment and employee performance.

H1: There is significant relationship between empowerment and employee performance.

Hypotheses 2:

H0: There is not significant relationship between transformational leadership and employee performance.

H1: There is significant relationship between transformational leadership and employee performance.

Hypotheses 3:

H0: There is not significant relationship between teamwork and employee performance

H1: There is significant relationship between teamwork and employee performance

Hypotheses 4:

HO: There is not significant relationship between work environment and employee performance.

H1: There is significant relationship between work environment and employee performance.

1.7 Chapter Layout

Search consists of six parts and is used to guide the investigation into the relationship between human powers and performance of the lodging industry.

1.8 Data collection methods

The researcher has adopted the following methods to obtain data and necessary information to complete this study and test the study's sample and its hypotheses and reach study's objectives:

1.8.1 Theoretical framework

The researcher has depended on English and Arabic sources available to cover the theoretical side of the study. In addition, the researcher has depended on the studies, researches, journals, letters and articles available in central library and World Wide Web (Internet) which helped the researcher in this field.

1.8.2 Practical framework

The researcher has depended on the questionnaire forms to gain necessary data and information to complete this side of the study. The questionnaire form is considered the necessary mean to obtain data with relations to study's variables.

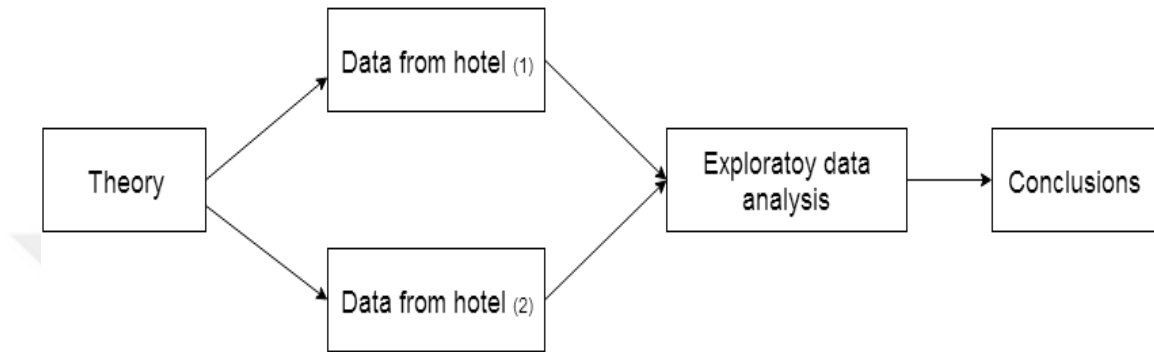


Figure 1: evaluation of data process

CHAPTER 2

2.1 INTRODUCTION

We study the literature review first because it is a way to raise data on the subject of research so by taking advantage of research, studies and books provided by us and other species. In this information that has been obtained in this chapter are considered secondary information. Focus on human strengths and (empowerment and transformational leadership, teamwork, work environment) influence on the performance of workers in the hotel sector in the province of Irbil in the Kurdistan region of this chapter.

In addition, the researcher will take an overview of the impact of factors how others author evaluated the employee in the relevant industry's performance and justify the hypothesis be formulated in Chapter 1. All selected factors will be scientifically tested.

Even before the end of this chapter,I suggested that there is a clear framework on the effects that have a role in the performance of the hotel sector.

2.2 Human Power

The human power as one of the most important elements of production, and that the wealth of any nation and its potential economic and social growth stems in large part from its ability, the human power planning and drawing their own policies.

And we can know the manpower as follows:

The concept of human power, varies depending on the inlet and method of treatment among economists on the one hand, and the book department on the other hand,

where the view of some economists Anil Kumar (2012) the term human power was used to refer to two fundamental concepts .

The first concept is a narrow concept, which has been used to demonstrate the Human Inputs in the production process:

And human power to this concept, unchanged if (Capital Resources) and (Naturel Resources), which represents the other inputs in the production process.

It is noted that the concept is the first of human power, which is limited to treatment of human resources as inputs into the production process, bring him closer to many of the concept of the workforce, or work (from the viewpoint of Western economists), which is considered one of the output element next to the capital and natural resources.

The second concept of human power, it is a broader concept than the first, as used by many specialists, synonymous with human energies or human configuration. Based on that, the planning and development of human resources in the broad sense, includes the development of the individual in all his roles consumer and producer and is the cornerstone of economic and social development in terms of being objective and the means.

In light of the foregoing, and workforce planning, which include planning for development of the workforce and work to provide the manpower needed by administration? Thus we get the complete all manpower needs, thus the progress in the social and economic system in the community.

It has identified the book, one of the versions of the Arab Organization for Administrative sciences three criteria, to distinguish between the workforce and human power and was as follows:

1. Ability to work
2. Willingness to work
3. Availability to work

2.2.1 Independent Variable – Empowerment

Referring to the basic meaning of the word Empowerment, it is give power, authority considered that the basis of empowerment. Also, enable placed on the decision-making authority and staffs is also responsible for the results. On the other hand, Anil Kumar (2012) and to enable the force with appropriate training and working on the conversion of all to enable the company a good model. It may give a certain degree of power to certain individuals so entrusted that individuals have the ability to make the process of their own decision-making in order to finish the task. This means that individuals chose her enough freedom to adopt any style or ideas that seem effective in the implementation of a particular goal.

Has emerged as employee empowerment, and created the popular management concept, many research studies conclude that empowerment has the ability to provide features such as commitment to stronger job and higher levels of leadership in carrying out its responsibilities more innovation and learning the role, higher job satisfaction and promote the culture of the organization.

Empowerment refers to the feeling that the employee has a role in power and influence. Empowerment is a mix of emotions. Autonomy means freedom to make an opinion on how to work and results in a feeling that the person is responsible for her choices. Trust is a personal feeling of having the ability to work in a satisfactory performance. What is important is the feeling that the employee's duties and the value of the function. Finally, the effect is the feeling that the tasks produce the desired results.

Empowerment as the motivational concept of self-efficacy (Conger and Kanungo ,1988).

And Definition of empowerment as "a moving power of decision-making

(Traditional) organizational hierarchy “sums up the essence of Empowerment.

Empowerment can also be defined as the authority to make decisions in an area of responsibility without the necessity of prior consents from others (Luthans, 2011).

Empowerment, namely: innovation implications, access to information, and accountability and responsibility. Empowerment plays a role in organization effectiveness. In this case, empowerment is believed to facilitate employees' performance, motivation and productivity.

Overall, it can be enabled independently interpret the structural and psychological empowerment. Indicates enable policy, regulatory practices, views of the distribution of power between superiors and subordinates in the event of the decision. That is consistent with the organization's strengths usually show through organizational structure to enable this responsibility, information and opportunities, resources and support.

By exploiting the power-sharing, the most important departments in the organization to devote enough time to able to take a strategic decision, which helps the organization to achieve success in the decision-making process. While it providing an opportunity for workers to access data and the ability to participate in the decision-making of the organization for the overall goal.

In addition, they also have many of the independence and the ability to make decisions in the performance of their duties. For example tolerated by senior management and also can change the behaviour of the organization and allow employees to make decisions about their problem and special ways to solve them instead of waiting for Musharraf to give them guidance and orders.

Can explain psychological empowerment it is moves away from the administrative rules regulating policies and structure. It is the Veronese of the individual and in his career. According to me, Koh (2001) psychological empowerment can appear in these dimensions (shown as follows):

Significance: The mission of the work or its meaning and value to the role of work for the individual. Efficiency: the faith in the employee's ability and the ability to perform the work or job skill. Self-determination: autonomy is the choice at the beginning, and continues to work to achieve the objectives of the actions of desire. Impact: sincerity of a person can affect or influence certain outcomes in the work environment.

Most of the ability and give to employees to increase their sense of some of the above, and in the end lead to increased self-efficacy. An employee who has more than the ability of self-efficacy is put more effort in the performance of a specific task in order to obtain a good target because of self-efficacy, and proposed making employees feel more confident with regard to competencies. Moreover, if a person who lacks self-efficacy or that it focuses on the shortcomings that cannot be customized attention and effort required for this task at the same time.

Finally, it can be enabled to assist in the development of staff skills and enable them to solve the problem and allow clients to meet in accordance with their own personal style. Allow the employee is more important for all companies to the idea, because it can bring positive values and change the entire organizational employee. When employees are given more power and the ability to make decisions, and they will feel more power, thereby increasing loyalty towards companies.

In the end, the training is important in employee empowerment because training increases employees' skills and understanding of the work. Employee empowerment makes more active in the company as well as the staff always need to acquire the skills and information to ensure carrying out their duties and work responsibilities so they can provide is always better for the growth of the company. Coach employees are well trained in the best qualified to do the work to get the required level of success.

2.2.2 Independent Variable – Transformational Leadership

Leadership can be interpreted as everything that is connected with the job to lead. In essence, leadership is the science and art to influence and direct others by building compliance, fidelity, respect, and vigorous collaboration to gain the goal. Leaders are people who lead a people who hold the hands of others to lead the way, who show the way that lead to the success. Are the people who facilitate metaphorical way Persons who can give training, education, and Guidance, so that in the end, those that lead to work on their own Transformational Leadership is

Effective in influencing the perception of staff and the results of the organization (Fuller and Lowe in Judge and Bono, 2000) .

Always qualified transformational leader to continue the process of development for staff to successfully because, it is first Contact Person in the decision-making process. Transformational commander should not differentiate between the workers in terms of race, family background. However, the leader of the staff treated the same treatment and provision of staff get the same level of knowledge.

Also it suggests that transformational leadership is an effective way to influence the perception of staff and the results of the organization. Transformational Leadership is leadership that creates the vision and the environment that motivates employees to excel beyond expectations. In this case, the confidence of employees, admire, respect, and extend loyalty to their leaders, so that they are motivated to do more than what is required of them.

And definition of transformational leadership to improve way followed by commanders to reach the highest level of ethics and levels of motivation.

However, the transformational leadership elements can be visualized in the following dimensions proposed by (Bass and Avolio 1994).

a) Idealized influence

Perfect effect refers to the transformational leadership behaviour that tried to work hard followers. Especially the respect and trust their leaders. They identify their leaders as people who are struggling for the vision and the values that it represents. He explained that the shift leaders as evidence of the staff to take the appropriate decision in the organization of their business. A true leader is not able to influence the development and conduct of staff. The transformational leader also helps employees to increase understanding about the information on success, and it appears his behaviour largely on the overall work of the organization. Perfect effect in the behaviour of transformational leaders and cohesion between staff and commander,

and as a result will provide the performance of employees by helping commander (Shelley D. et al, 2004).

b) Intellectual stimulation

Intellectual stimulation refers to a special method to help innovation and creative access to the views and policies of the old methods and curricula using the new behaviour.

So that employees can solve their problems in an innovative way, it is because the transformational leader is trying to encourage employees to think well, so that makes them different ideas and perceptions are always trying to solve the problem in good condition. Besides, the commander of the transformational weakness of staff points do not appear in front of everyone, however, it has always worked to guide them to the path of success (Suliaman et al., 2011).

c) Inspirational motivation

It indicates the motive inspiring as the by Solomon et al. (2011) defended inspiring is leader. For example, the staffs discuss and communicate with each other to perform the required task. Staff leader also defended allowing tends to target a challenge rather than a loss. Also, leader work to increase team spirit to achieve the desired success. Even transformational leader is interested in building a strong relationship with all employees through understanding each other. As well as the formation of the trust that makes the employee's success in his work. This helps the staff required for their dedication to their work. All of this leads to the achievement of the loyalty and dedication of staff to gain access to the organization's success.

D) Individualized consideration

Consider transformational leaders with individualized consideration are paying attention to all workers need to achieve growth in companies to gain access to the development, by acting as trainers and advisers and facilitators. Everyone has different needs. Thus, transformational leader to try to meet the requirements and

employee needs for employees so they are motivated to do more than what is expected of them, often even beyond what they think they can do (Bass dan Avolio, 1994).

2.2.3 Independent Variable- Teamwork

knows the ability and knowledge to perform tasks together, and in general, the development of collective action through three major phrases, which is the input of the team, and the operations team and the outputs of the team and knowledge to perform the functions of the organization, capabilities and help them succeed, and in general, creativity teamwork through team.

Due to advances in technology and organizational activities it became harder and became Teamwork is more attention from many organizations. Concluded in one of the research, that teamwork is essential for all organizations targeted organizations for-profit and non-profit organizations. Team members enhance the skills and abilities of each worker in teams (Froebel & Marchington, 2005).

And, another study that must be designed to organize a works group within each organization to better distribution of tasks and increase profitability. The main goal of the design and implementation of this design to lead is to improve the employee's work. Teamwork should be the strategy that works to improve the performance of individuals the ability to facilitate the work of attention, but you should always pay attention and care, and organizations need to study the competitive strategies and progress.

You can select a team of five keys. First, it has a working group to achieve this goal, and tasks clearly, the difference is known to do. This means every success and collective bonus. Second, the team contacted in order to achieve some common tasks. It means that team members must share the input, expertise and resources. And third teams to work and stay with every specific time. The team consists of a group of two or more individuals who are working together, and all depend on each other to achieve some of the tasks associated with the company's objectives and consider the social structure interconnected within the organization. Members well as non-

members. Most teams work together for a meaningful time, long enough to achieve their goal. Fourth, members of the team in power to manage internal business. Finally, teams are working in the context of a larger social system, and the teams are not in isolation from themselves. To do a job in a large organization often needs to work together with the other team. It is a unit of two or more people interacting in a team and coordinates their work to achieve a certain goal.

It is supposed that the collective action to gather human resources in which it operates and the tool is supposed to effectively for the purpose of the overall performance of the organization provides. It also works on the participation of a number of people to achieve the task together. It should be handled, and assign tasks, detect and solve problems, and lead the team (Kakayi S., 2012), and the development of skills. The team relies heavily on the interaction between work team members. It is an excellent work between the staff and the leader of the will of the superior or able to achieve the common goal to work as a team.

Researchers seen that collective action is of great importance in achieving the desired goals and important for the performance of subordinates. There are many reasons, which require that there be a link between teamwork and staff performance. Experts point out certain behaviours team active that helps organizations improve performance when faced with new problems. Know important collective action to affect the performance of some researchers to visualize the teamwork is one of the main driving forces for improving business performance.

2.2.4 Independent Variable – Work Environment

Can be defined the surrounding work environment and conditions in which the employee works. Work environment is the natural environment, such as room temperature, or a tool for work, such as work devices. It can be attributed to factors such as work procedures or work activities. Where is the link between employees and working environment with others? When, the performance of a good employee means having a healthy work environment. We must provide employees with information about how to behave in the work environment, in order to get to know

how to use the environment. This helps to improve and increase the profits of the organization.

The organization must take the issue of safety and a healthy working environment because it is one of the main determinants of the organization. The main limiting factor for the activity and profitability of their work is an employee working at the site of a good environment. Whenever the work is a good location led to an increase in the desire to learn the skills and productivity. There is a relationship between staff skills and productivity with this environment because of some functional requirements and cause injuries and risks and accidents. A safe environment means risk-free, injuries and diseases. As cited by Badekale (2012) and the Health and Safety Officer means necessary to protect employees from hazardous work site. It certainly gives the inverse of the working relationship is a healthy environment. Because, work is a healthy environment lead to inappropriate risks for workers' lives. Health risks normally associated staff in the workplace can be a chemical, physical or biological.

There are three common factors likely to affect the occupational health and safety in the workplace are the same, threats related to the workplace can pose a threat to the health and safety of staff and that cause a negative impact on employee health Workplace that will positively affect the health and safety of the employee (Karen Dana et al. 1999).

Risks exist in working with machinery and equipment such .And there is psychological pressure and violence in the workplace caused by vampirism and behaviour and harassment. Job performance or productivity of employees decrease due to health hazards at workplace which can be noise at workplace causing headache, breathing problems or dread of contact to such things which can cause health problems in the long run.

Then, you must provide the necessary lighting for employees when they perform this task. The impact of proper lighting up the good work and reduce error. There is a need for lighting that can reduce intraocular pressure during work performance. Health lighting helps to focus on the employee's work and increase productivity.

The intervention of new technology at workplaces in developed countries has improved the output of the organizations but on the other hand it also affects the employee health and safety at workplace due to the danger associated with modern technology.

And the planning office interior design and good planning of the workplace, so, employees can increase effectiveness. Office design and performance of work are interdependent. Office design can also be interpreted from the work flow process.

Good design office can be increased teamwork among employees and distribution of ideas, information and knowledge. And this can lead to good work. And a lot of organizations give great importance to the internal design, an organized attempt to build a new design and planning, so, employees can increase productivity, job satisfaction and performance. Where, it also notes that the design and planning office will bring an effective management process.

2.2.5 Dependent Variable – Employee Performance

Performance is an organizational behaviour which is directly related to goods production or service delivery. A person's performance is thought as Work is to be provided, in which the term task comes from the thinking activities required by the job. The performance is a result of the assignments connected to organizational purposes such as quality, efficiency and other effectiveness criteria. Performance reflects how good and how correct an individual fulfils the task's request.

Performance it is a dimensional structure is working to reach a goal, and has a strong role in achieving strategic goals. Staff performance is a collection of work activities and the extent of employee's ability to perform these activities.

Consider that not all behaviour is within the framework of the concept of performance. But the employee that leads to the goal of the organization is the behaviour of the performance, for example, contributes to increasing the company's sales and profit and good service. There are important factors in business analysis are to maintain the performance of the continuing increase in productivity and

profitability (Elangovan, and Xie, 1999; Spreitzer, 1995). Functions can be defined in practice, and individual energy necessary to finish interested in obtaining satisfaction Director.

Based on above definitions, performance is seen as both qualitative and quantitative result. Work performance is affected by on the profit and loss reached by the Organization by the individual or group levels of performance.

Each organization, the main element is the employee's performance depends on the success of employee performance. Evaluate the work performance of employees per employee on an annual or quarterly basis in order to help them improve the work should be done by the company get an edge over other competitors through the talent that can take the lead in the market.

Functionality is considered a behaviour that works in the performance of duties, and the production of goods and provision of services. This means performance when the employee uses his energy, skills and experience to accomplish the basic technical operations of the organization

It can be the difference between the performance of tasks and contextual performance easily through concepts. Job performance is the rotation of work, job satisfaction and organization commitment. It must be organized to maintain the survival of skilled employees to staff satisfaction by encouraging them to stay. Also, the contextual factors that show performance is talent, skills and abilities to help predict job performance without personal (Werner, 2000). That employee performance is the willingness of staff to carry out their duties. The possibility of the existence of this desire among employees to do their work is the foundation of success and, as well as increased productivity, including his role in the performance of your mission. Desire means the employee in the performance means putting a lot of effort in and duty to work.

2.3 Review of Relevant Theoretical Models

2.3.1 Independent Variable – Empowerment

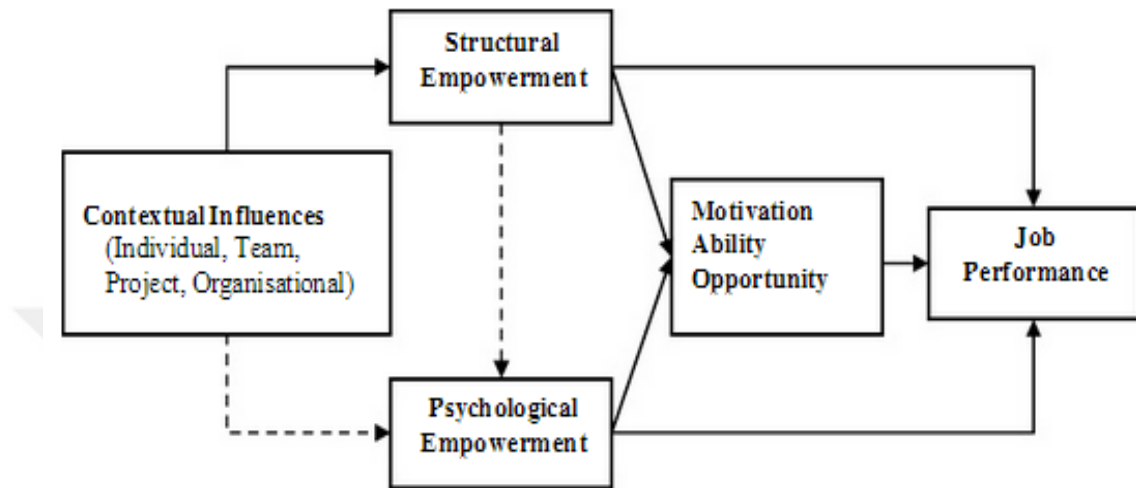


Figure 2: Model of Empowerment on Job Performance

Adapted from: Academia.edu research September 2007

Looking at the above seems to be fairly reasonable to assume that the powers of the individual or groups must be perform better than those that are not. However, in fact, it will not always be so, because the effectiveness of empowerment can be influence by a group of individual variables, personal and topical. There is clearly a better relationship between empowerment and performance, with the theoretical framework model.

Model can explain by classifying all the variables under four contextual factors and those contextual influences to enable a direct impact in the psychological empowerment and interaction with structural enabled.

The four factors are the collective and individual and projects, as well as regulatory. Although the contextual factors not discussed thoroughly in the model because of the restricted space, contextual factors should be seriously taken into account and not just follow the spirit of the times, if organizations wanted the effect of empowerment on job performance to be effective.

In the above model, psychological empowerment (individual cognitive factors) is shaped through integration (denoted by the broken lines) with the environment factors (structural empowerment and contextual influences) in accordance with a triadic model introduced in social cognitive theory. According to social cognitive theory the interactions between the environment, behaviour and individual cognitive factors (triadic model) are the backbone of human functioning and hence psychological empowerment should interact with structural empowerment and contextual influences to produce the behavioural outcome of job performance. If the structural and psychological empowerment is separate and taken alone, it only provides a partial or incomplete process to the performance.

And the result of the research last shows that the structural empowerment and psychological empowerment on the job performance of teams and individuals should be taken because it can help to improve the organization overall performance.

2.3.2 Independent Variable – Transformational Leadership

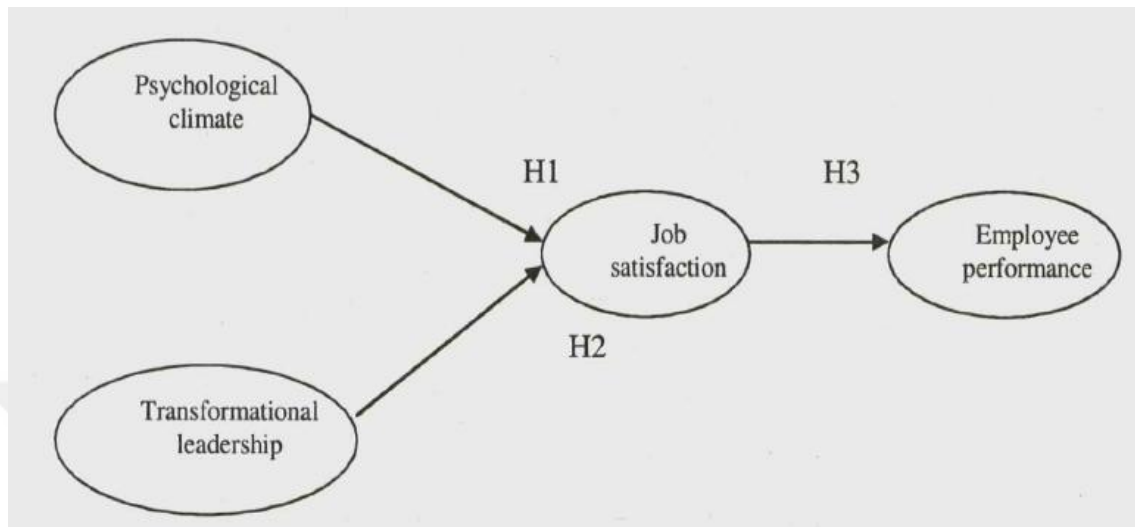


Figure 3: Model of Psychological Climate and Transformational Leadership on Job satisfaction and Employee Performance

Adapted from: Biswas, S. (2012) Impact of Psychological Climate & Transformational Leadership on Employee Performance. *The Indian Journal of Industrial Relations*

The figure showed, Biswas, S. (2012) that transformational leadership not directly will affect employee performance. In fact, transformational leadership will affected job satisfaction and lastly job satisfaction will significantly influence employee performance. There are two variable can be affected job satisfaction and employee performance: psychological climate and transformational leadership. First, psychological climate is the individual perception towards working environment

Generally, climate factors, interaction between employees, relationships between employer & employee will influence the degree of employee perform their jobs. It is because employee will have confidence if they have adequate information to support the tasks.

In addition, supervisory support affects employee satisfaction on work. Human resource rules & regulation and practices will significantly influence all the

organizational level of employees. Transformational leaders are those who encourage employee spirit such as self-belief and confidence in order to achieve goal of organization. The transformational leaders also give detail information through verbal and nonverbal communication to enhance that the goal shall be achieved.

When employee had motivated from leaders, leads to increase job satisfaction levels, job productivity levels and even employee performance levels.

Variable transformational leadership and psychological climate have positive relationship towards employee performance through the job satisfaction. Meaning, a satisfied employee will brace up his / her job performance and it can leading to reduce turnover rate and decrease in intention to leave.

2.3.3 Independent Variable – Teamwork

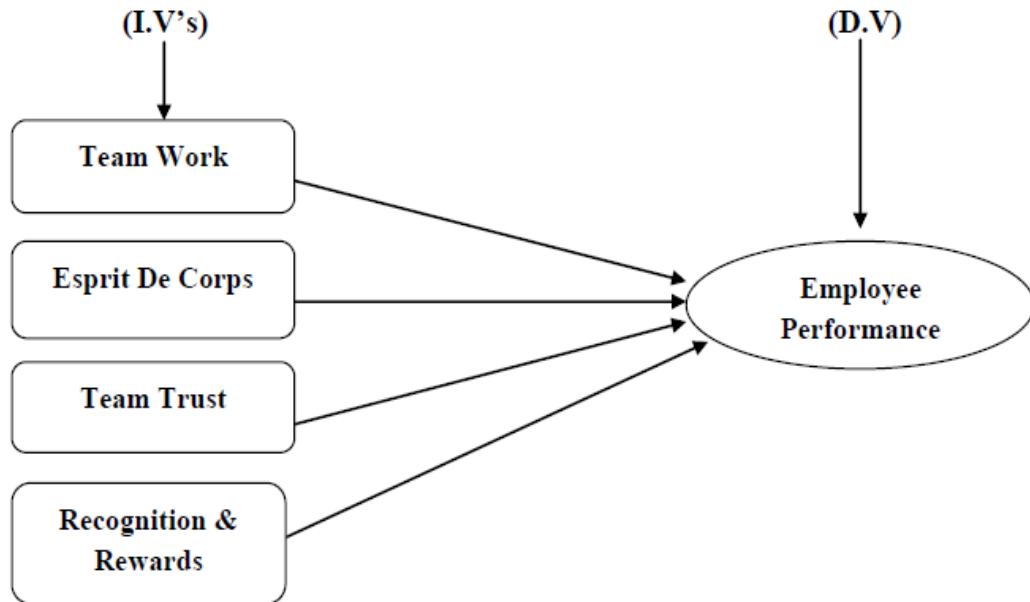


Figure 4: Model of Team Work, Esprit De Corps, Team Trust and Recognition & Rewards on Employee Performance

Adapted from: Manzoor, S. R., Ullah, H., Hussain, M., & Ahmad, Z. M. (2011). Effect of Teamwork on Employee Performance. *International Journal of Learning and Development*.

As the figure shown above, indicate that teamwork and confidence in the team and the spirit of teamwork, recognition and awards affecting the employee performance on the organization.

Indeed, recognition and rewards is an important criterion for the employees of an organization to motivate them for good work thus enhance their performance. However, due to the advance of technology, teamwork is much important to improve the overall performance of employees as well. Nowadays, it is naturally that the upper management level seeks for high level of work from his or her subordinates.

Work as an individual may not be able to finish the tasks entrusted to him alone, because some of the tasks required have need specific knowledge or skills that are

not owned by the individual. Teamwork has become another alternative provides the performance of staff at the present time. And it needs to take some time to develop.

2.3.4 Independent Variable – Work Environment

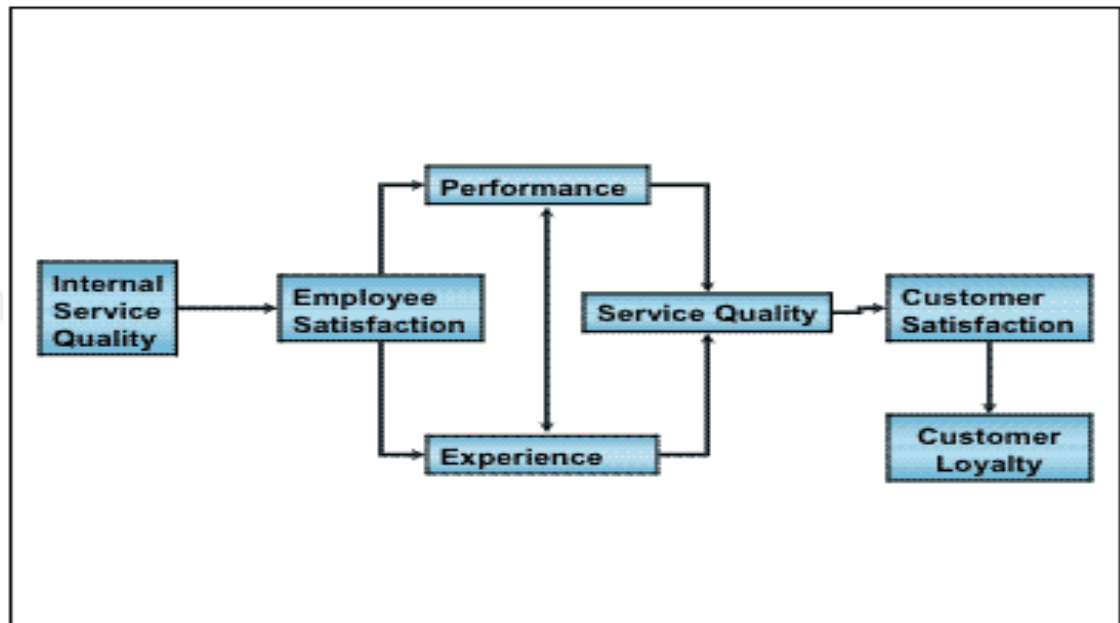


Figure 5: Model of work Environment Effect on The Employee Performance

Adapted from: Bryan D. Terry, & Glenn D. Israel (2004) .Agent Performance and Customer Satisfaction.

As the figure shown above, it indicates that the effects of customer satisfaction and concerns shifted the direction of research around. There is an important role between the employee and customer satisfaction performance. And planning framework that shows employee satisfaction is the quality of internal engine service, which, affect the employee who is to provide the quality of service performance. Thus, the quality of service brings customer satisfaction leads to customer retention and increase profits. This approach has been used to improve the success and organizational goals at co. concluded that employee satisfaction is required for customer satisfaction, which plays an important role in creating customer loyalty.

2.4 Proposed Theoretical / Conceptual Framework

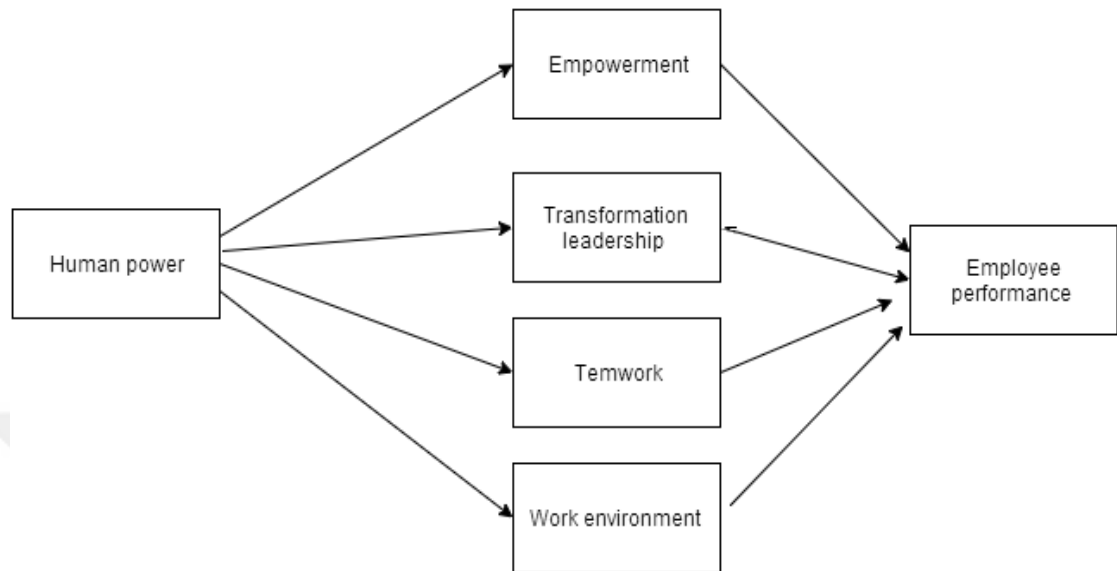


Figure 6: Proposed Theoretical / Conceptual Framework

Adapted from: Developed for the research

Depending on the research manpower effects on the employee's performance that it through the independent variables and the dependent variables.

CHAPTER 3

3.1 Employee Satisfaction

Ask (Wilson et al., 2008, cited in J.L. Heskett et al)Figure 7 shows us profit service customer satisfaction and employee satisfaction and profits link. It means a series of profitability of large companies interested in services in the quality of service for its employees, as well as dealing with employees, customers and good treatment, and the use of policy that they want to achieve the satisfaction of its employees.Enhancing employee satisfaction by granting privileges to employees and to improve staff productivity at the same time, and employee satisfaction in jobs leads to customer satisfaction.

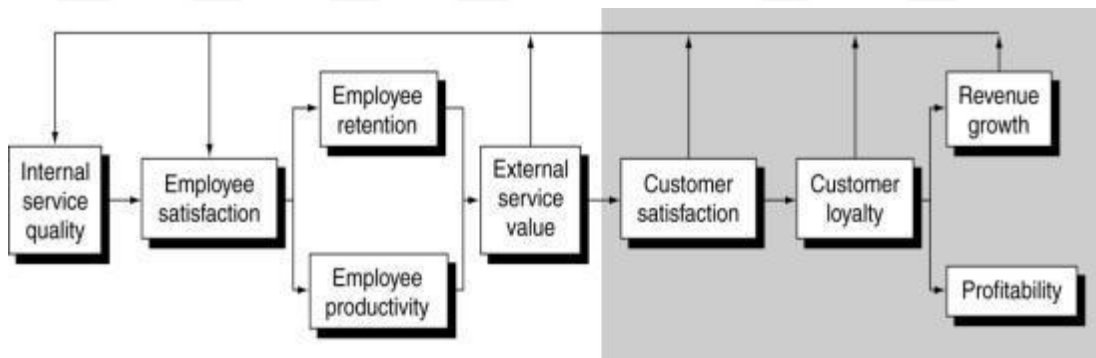


Figure 7: The service profit

Adapted from: (Wilson et al., 2008, cited in Heskett et al., 1994, p.273)

3.2 Strategies for Delivering Service Quality through employee

Wilson et al. (2008)if the need for multi-strategies to keep the mixture skilled staff is able to provide quality services and staff stay much important for the organization; strategies should be for the benefit of employees. If the resolution aimed at human resources and strategies in companies in the stability and motivate and empower employees to get satisfaction for the benefit of customers and will work on providing quality service to increase their people. Also state thatThinking directed to ensure the workforce for the benefit of the customer service, you should note that (1) the employment of a suitable employee at a suitable place of work, (2) the employee development to get the quality of service required, (3) ensuring the necessary systems to support employee and (4) keep the best employees. It shows the human resource strategies to provide quality service in Figure8.



Figure 8: Human resource strategies for delivering service quality through people

Adapted from:(Wilson et al., 2008 ,p.280)

3.2.1 Hire the right people

They are selected main business of the management of human resources and staff to maintain the value of. Therefore, the organization gets the desired goal, requires organizations to devote more attention to the hiring of employees and expertise appropriate qualifications required for the job (Wilson et al., 2008).Figure 8many paths to move towards hiring the right staff.

3.2.1.1 Compete for the best people

For the best employees through special procedures followed by the company is an essential part in the recruitment. By doing so, the company is working on the recruitment and selection of suitable persons and compete with others from other companies in order to get the best employees (Wilson et al., 2008, p.281). Illustrates the competition between the companies is similar to marketers in order to benefit from the experiences of those employees to compete with other companies to get into the best work.

3.2.1.2 Hire for service competencies and service inclination

Firms need to attract new employees who will contribute to the firm through their abilities and values (Armstrong, 1995). Firms require their service employees to have two complementary capacities: competencies and service desire.

Wilson et al. (2008) state that "service competencies are the skills and knowledge necessary to do the job". In many firms, job applicants validate efficiency, such as attaining the particular degrees and relevant professional efficiency. Can determine their personal has the necessary technical or professional competencies to perform well on the job (Susana Pérez López et al., 2006). But sometimes, service efficiency may be related to basic intelligence or cleverness requirements rather than relevant degree (Wilson et al., 2008).

3.2.1.3 Be the preferred employer

Competitive position and retain a good employee and attract good human resources is to be the employer of choice in a particular industry to follow well means (Wilson et al., 2008). Heads auspices of the working group, the competition attract employees and retaining skilled employees. Arrived in this system of experience through innovative practices and features, this ultimately leads to a sustainable competitive advantage.

3.2.2 Develop people to deliver service quality

To improve and keep customers and provide a good service you need to think in a skilled workforce, and focus only on hiring the right staff in the right place to work is not enough. The duty of the organization to plan appropriate training program and give freedom to their employees in order to provide the required services (Wilson et al., 2008). Also, teamwork interest is also important in the process of providing services.

3.2.2.1 Train for technical and interactive skills

Organizations should note that human resources strategies and continuous training. Preparation Continuous training programs for employees, organizations need expert knowledge and diligence to provide a high level of quality services (Wilson et al., 2008). Organizations may learn the necessary skills through formal education.

Staffs who provide the service also need training on interpersonal skills that interfere significantly with the practical skills that include interactive skills, especially employees who deal directly with customers.

Successful organizations focus on advanced training methods and to make sure that the training fits with work their organizations.

3.2.2.2 Empower employees

The organization worked to get the job satisfaction of employees leads to respond to customer requirements (Wilson et al., 2008), the staff the need to enable the authority to make some decisions regarding the crisis nature of the work.

The empowerment is to give some of the powers and the desire to perform his duties and skills to provide high-quality customer service. Empowerment is important for employees because the employee feels its value and the importance of his presence in the organization and realizes the task and responsibilities due them. And give part of the authority to make some decisions on behalf of the heads of. But give power just will not be enough to make the right decision because the staffs also need to train and learn the things necessary to be a successful decision-making.

Intended to enable employees to give information and complete knowledge about the duties of the organization that the employee must perform, encourage them to work by giving a bonus for them, and the formation of an atmosphere of work to know and understand which makes increasing the possibility of staff in the performance of the organization, and give employees sufficient ability to make decisions that effect on performance.

3.2.2.3 Promote teamwork

Team leads to increase the effectiveness of staff and this leads to the satisfaction of the work of the staff organization and lead to increased customer satisfaction from the organization. Employees feel inside teamwork environment, convenient place to feel the desire to work and help each other, as well as it reduces some of the boredom, frustration and tension to be able to accomplish tasks easily we maintain the level of rendering performance and service. Service organizations working group to deal with the problems of the organization by giving team members to study the role in solve problems.

Encourage companies teamwork because he believes that it is important to increase productivity and profit, and gives more flexibility in the labour

organizations. Team can support staff make the best work and the best and easiest. There are ways to promote teamwork is to provide financial and moral appreciation and reward teams for work team (Wilson et al., 2008).

3.2.3 Provide needed support systems

We must support the internal systems within an organization geared to provide the service to their customers due to the formation necessary to provide high quality service conditions. Is difficult to give a good service organization staff without providing internal support systems to meet their needs because it causes uncertainty and boredom, it is likely to take wrong decisions (Wilson et al., 2008).

Strategies designed to ensure internal customer support.

3.2.3.1 Measure internal service quality

By ensuring the quality of internal service by the organizations can provide good service as required. And by ensuring internal service is a way to develop high quality (Wilson et al., 2008).

The company carrying out the internal audit of the service provided before companies begin to improve and develop the internal service, must be clarified and knowledge, and understanding of customers' internal quality. To study the design and quality of service delivery must measure the internal efficiency of the service provided by the organizations.

3.2.3.2 Provide supportive technology and equipment

Provide good quality service needs to know the full understanding of all systems, databases, and information about customers well and continuously, internal support while providing the service necessary to deal with the situation. On the contrary, foil staff easily do in delivering the required quality services without attention to the technology and support staff (Wilson et al., 2008). Organization that provides a

successful service has a sufficient number of staff to meet the requirements necessary for the production process.

3.2.3.3 Develop service-oriented internal processes

Parts of the internal processes of the organizations must be bonding with each other so that the staffs know all operations. Poor sub-processes on the final result and customer satisfaction affect. Many organizations by following the rules of the bureaucracy can move internal processes, reduce costs or staff requirements.

Workers who provide services or produce goods an organization must support, and provide customer requirements, internal rules must put measures on the basis of customer value and customer satisfaction (Wilson et al., 2008).

3.2.4 Retain the best people

Retention is intended to keep skilled staff and experts an important part of human resource management. Because the only recruitment is enough to keep the labour force must be maintained on the staff. Attracting good employees is key to ensuring the human resources management by following some privileges compared to its competitors. Organization when choose a good employee and the continuation of the training and development to get good service,(Wilson et al., 2008).

3.2.4.1 Include employees in the company's vision

Workers should note that the interest of the organization and see all of the requirements of the organization they serve. Employees must make sufficient effort and commitment to working towards the goal of the organization, it needs to be exchanged between the organization and working to realize the vision of the organization (Wilson et al., 2008). Payment of wages to workers is an important motivation for employees in completing their tasks.

3.2.4.2 Treat employees as customers

Wilson et al. (2008) asserts that organizations can keep the best employees and lured to stay at their work site, the staff treats their customers better when they feel they are treated well by their superiors, to achieve customer satisfaction significantly, the use of marketing research organizations in the lead employee satisfaction. Meet the needs of their employees and customer's means that organizations keep their profits.

3.2.4.3 Measure and reward strong service performers

Staff bonus is not just compensation for work but Affect increase the lure and retain staff boil service performance (Alan Price, 2004). Important for organizations to grant a reward and support talented employees to stay at work. The existence of reward strategies to coordinate and motivate staff performance that is consistent with the organization, to achieve the goals of the organization to attract and maintain efficient employee.

Companies need a variety of bonuses to reward the development of systems and structures must focus on the satisfaction of workers. Traditional type of rewards such as promotions and higher wages and give the extra fees and one-time. There are other types of rewards such as celebrations to enhance customer satisfaction and to achieve the organization's goals.

CHAPTER4

1.1 Sample Applied

This section we show the strength of the relationship between the study variables and find out the degree of change and the impact of the manpower on performance. Also, it is difficult for researchers to collect all the data necessary. This chapter includes appropriate to search and confirm hypotheses indicative action. The chapter is organized: Research design and methods of data collection and sample design, research tool, and construction of measurement and data processing and data analysis.

1.2 Research Design

Research design is the master plans that define the procedures and methods of analysis and personal information. All research must be planning, design in terms of assets, according to data that have been for them and make it suitable for project.

There are three kind of business research that will be used for classification purposes of research containing exploratory research, research, research, and causal and descriptive. in this search I chose descriptive in the research project. Find the descriptive to describe things and people and organizations and the characteristics of the group, uses or environments. It also addresses, where, who, what, when, why and how questions. Descriptive studies besides, conducted with great understanding of the situation is that the studies be. Research us descriptive to assess the implications of empowerment and transformational leadership, teamwork and working environment for staff in the performance.

1.3 Data Collection Methods

Data is information gathered important facts of the researcher of the respondents, and these facts will be analysed and used to answer the research questions and hypotheses proposed. In my research, I took the primary data and secondary data to help me get in the relationship between the variables and the strength. This data to determine the relevant facts, demonstrate a statistically significant relationship between the independent and dependent variables.

1.4 Sampling Design

Sampling means choosing a sample of the population. There are procedures in the samples that define and identify the population sampling frame design, the choice of sampling methods, sample size determination and conduct the sampling process. Through, this procedure can help in the selection of targets eligible participants to participate in the survey.

1.4.1 Target Population

In link with my research topic then I will only concentrate on those employees who work the work in the hotel five stars as our goal population. In this method, I can know target population is clearly. Though I Indeed groups our goals population but there is more than 315 hotels located in whole Erbil, the number of hotels five star it is 7 hotels and four star it is 17 hotels. The sample size of the place in this case will objective for employees who perform in five-star hotels assert

4.4.2 Sampling Frame and Sampling Location

In my research, questionnaires were distributed to employees who perform in five-star hotels as it is located in Erbil. Because there are several departments in the hotel, so I do not focus on one department, I tried the best effort for the distribution of a questionnaire to employees who perform in many circles. This is because I believe that the employee who performed in the different sections to have a look and different ideas, although they lead in the same hotel.

4.4.3 Sample Elements

The respondents of my research are the employee from various departments and the hotels in the Erbil area. These respondents consist of human resource. Moreover, the questionnaires are divided according to their age, educational level and gender so as I can gather different kind of datum that give by respondents relies on their experiences and knowledge for them.

4.5 Research Instrument

Used in this research the questionnaire to collect data because they carry a minimum of cost and is considered the highway to collect the necessary information when compared to other means. Well, we can consider the questionnaire method for direct data also eligible to have a large amount of participants. Questions are prepared in the form of a specific response in order to increase the reliability and comparability.

4.5.1 Questionnaire Survey

Questionnaires it is collect different sets of information established by the researcher on the basis of variables. I choose to conduct surveys in order to combine data easily for testing; data entry and tabulation of the study can be done easily to computer software packages. There should not be a complex and mysterious poll to minimize any disruption to the response. Therefore, we are satisfied the questions are clear and to get sure that the whole sample is known as the best and it was a good response as much as possible.

4.5.2 Questionnaire Design

Questionnaire in this research depend on two major departments: part A and part B. part A is querying on the respondent's biographical datum such as age, gender, educational level and year of employment. The goal of the biographical datum is to have a greater comprehension on demographic lineaments of the respondents.

As for, part B keeping questions that prepared to additional datum related the independent variables and dependent variable. I am using a 5-point scale, such as planning the survey. Respond to five scale range extends from "strongly disagree" to "strongly agree", which requires participants to show their position by determining the degree to which we agree or disagree.

4.5.3 Pilot studies

With total 30 sets of questionnaires being tested using the SPSS program after gathered of hotels again. Pilot test results for 30 sets of questionnaires show such a level of reliability is more than 0.70 and all the variables and consider the good reliability.

Variables	Dimensions	Cranach's Alpha
Independent Variables	Empowerment	0.835
Independent Variables	Transformational Leadership	0.774
Independent Variables	Teamwork	0.864
Independent Variables	Work Environment	0.813
Dependent Variables	Employee Performance	0.883

Figure 9: Reliability Analysis

4.6 Construct Measurement (Scale and Operational Definitions)

Choosing and building a measurement scale seek the study of various factors that affect the reliability and legitimacy. We have four stages of measurement that contains the ordinal scale, nominal scale and proportion of the size and scope of the separator. In my project I used only on an ordinal scale, the scope and the nominal and Likert scale.

4.6.1 Nominal Scale

The nominal scale is including the most elementary stage of measurement. In addition nominal scale always sets the value of the subject or to determine the classification of targets.

4.6.2 Ordinal Scale

Ordinal scales have nominal characteristics but allows that coordination is based on how much of an idea they have. In another meaning, this is a measure of ordinal rating scale.

4.6.3 Likert Scale

Likert scale applied in matters of psychology include response strongly disagree or strongly agree. In this research and I have applied Likert scale to collect the answer and beliefs of participants in each statement in Part B of the questionnaire. One of the models as shown below:

No.	Questions	SD	D	N	A	SA
1-	Is there a strong relationship between the managers and staff to give more freedom and power that could make the path easier and faster to reach the <u>goal</u> .	1	2	3	4	5

4.7 Data Processing

Data is senseless and a gathering of characters, numbers, and other results that are not equipped. Input collected must be turn to information that have content and beneficial. Input processing is the preparation before analysing input, it preparation the input checking, coding, editing and processing. Firstly, all questionnaires must be numbered to ensure the desired amount of the questionnaire returned by the participants prior to the analysis of inputs. Then, review and correct all the questionnaires collected from participants to ensure that the defendant is completely answered all the questions of internal questionnaire. The next step of the codification of data SPSS. This is especially help the power system for us to check and found nothing wrong during the operation. The next step is to edit the input. Liberation enters operations with detecting and correcting both illogical and dereliction of datum returned from respondents. When the result is erratic with other information, I might edit response according to the type of response in the previous questions. Finally, I will convert the data.

4.8 Data Analysis

Next all the input has been collected from study questionnaire, I will start to resolve and interpret the input by using SPSS system. Which are descriptive test, scale measurement and inferential test? After data collection and entry into the program we turn after to organize input, described and analysed in a rode makes it more understandable to the user, it is done using branches the new science of statistics (descriptive statistics and inferential statistics) and are essential to take a decision.

4.8.1 Descriptive Analysis

Is the science of elicitation facts from numbers in a scientific way where they are organizing and summarizing information to facilitate its understanding and study? Descriptive statistical analysis that represents information about the population or sample? In this research, I would like to analyse a set of data, and analysis of demographic information under section A of the questionnaire. And this area will be tested, such as age, sex, educational level and years of work.

4.8.2 Reliability Test

Reliability is a measure used to determine the extent to which the questionnaire frees of random error and the ability to assess the consistency of the results. The most widely used tests reliability study is the so-called Cronbach's alpha coefficient. The alpha coefficient (α) is a number that indicates the direction and strength of the linear relationship between the independent variable and variable.

The increase in the value of the alpha coefficient means greater reliance on the questionnaire, and vice versa. And alpha value ranging from 0-1.

"0" means that there is a lack of internal consistency in the response that has been collected from the respondents while means "1" responses from the respondents in a totally consistent.

Coefficient alpha (α) value	Reliability
0.80-0.95	Very good reliability
0.70-0.80	Good reliability
0.60-0.70	Fair reliability
Below 0.60	Poor reliability

Figure 10: Rules of Thumb about Reliability Test

Source: Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business research methods (8th ed.). New York: South-Western/ Cengage Learning.

4.8.3 Inferential Analysis

Depending on the survey, there have four independent variables and the dependent variable of one. It will focus on the use of two deductive patterns in the analysis, which is the Pearson correlation and multiple regression analysis to test the relationship between the dependent and independent variables variable coefficient.

4.8.3.1 Pearson Correlation Coefficient

Using the Pearson correlation coefficient test was to determine the effects of variables with some. It Pearson correlation rate from -1 to +1 analysis laboratories. If the value of Pearson coefficient it 0.1, there is a positive relationship, if the value of the Pearson correlation coefficient of -1, there is a negative relationship, when the value of Pearson coefficient of 0, the purpose of which is to see a relationship between variables.

Coefficient Range	Strength
+/- 0.91 to +/- 1.00	Very strong
+/- 0.71 to +/- 0.90	High
+/- 0.41 to +/- 0.70	Moderate
+/- 0.21 to +/- 0.40	Small but definite relationship
0.00 to +/- 0.20	Small, almost negligible

Figure 11: Rule of thumb of Pearson Correlation Coefficient

Source: Hair, J. F., Money, A. H., Samouel, P., Page, M. (2007). *Research Methods for business*. Chichester, West Sussex: John Wiley & Sons, Inc.

4.8.3.2 Multiple Regression Analysis

The multiple regression test analysis is more than a of independent variables toward dependent variable one, but a simple regression analysis is to focus on the impact of independent variable and one towards the dependent variable one. This is the difference between them. We can by using multiple regression analysis show us a clear relationship between the independent variables that affect the dependent variable weights by comparing the beta showed in Statistical Table.

CHAPTER 5

5.1 Descriptive Analysis

The first part of the questionnaire is a part (A) consists of four kinds of questions about knowing the demographics of the respondents. These questions include gender, age, educational level and years of work.

5.1.1 Respondent Demographic Profile

Table 1: Summarized Demographic Profile of Respondents

Demographic Factors	Categories	Frequency	Percentage (%)
Gender	Male	104	69.3
	Female	46	30.7
	Total	150	100.0
Age	Under 25 years old	14	9.3
	26-30 years old	42	28.0
	31-35 years old	38	25.3
	36-40 years old	35	23.3
	41-45 years old	18	12.0
	46 years old and above	3	2.0
	Total	150	100.0
	Educational Level	High School Graduate	27
College Graduate		24	16.0
Bachelor Degree		80	53.3

	Master Degree	19	12.7
	Total	150	100.0
Years of Employment	Under 2 years	16	10.7
	2- less than 5 years	22	14.7
	5- less than 10 years	54	36.0
	10 years and above	58	38.7
	Total	150	100.0

5.1.1.1 Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	104	69.3	69.3	69.3
	female	46	30.7	30.7	100.0
	Total	150	100.0	100.0	

Figure 12: Frequency Table for Respondents' Gender

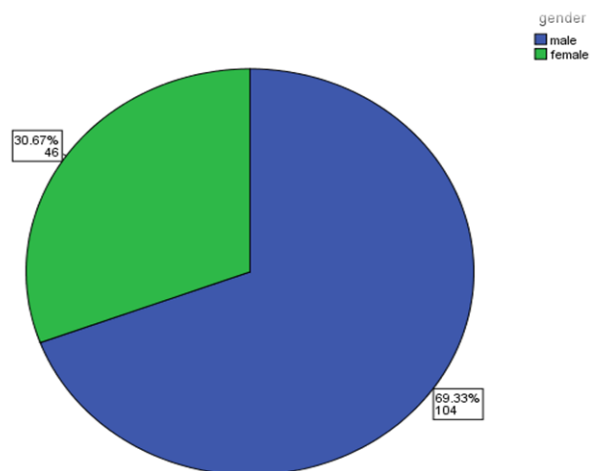


Figure 13: The Pie Chart Showing Respondents' Gender

Source: Developed for the research

Relying on Figure 12, Figure 13 and the sample majority of male respondents. There were 104 male respondents and 46 female respondents. Shows that out of 150 respondents, 69.3% of respondents were male while the remaining 30.7% of females.

5.1.1.2 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25	14	9.3	9.3	9.3
	26-30 years	42	28.0	28.0	37.3
	31-35 years	38	25.3	25.3	62.7
	36-40 years	35	23.3	23.3	86.0
	41-45 years	18	12.0	12.0	98.0
	46years and above	3	2.0	2.0	100.0
	Total	150	100.0	100.0	

Figure 14: Frequency Table for Respondents' Age

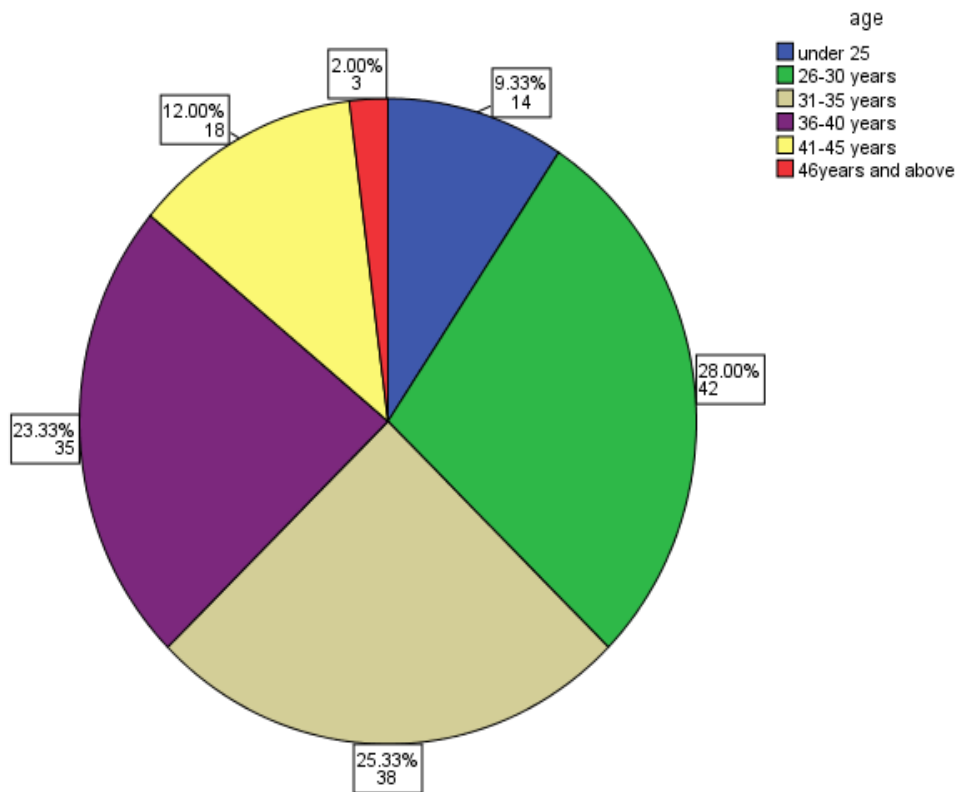


Figure 15: Pie Chart of Respondents' Age.

Relying on Figure 14, Figure 15 most of the respondents were in the range of 26-30 years old which represent 28% or the frequency of 42. This was followed by 38 respondents (25.3%) whom are 31-35 years old. There were 35 respondents who are 36-40 years (23.3%). The respondents whom are 41-45 years old have 18 with 12% while under 25 years old have 14 respondents with 9.3%. 46 years old and above age groups consist 3(2%) respondents.

5.1.1.3 Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school graduate	8	5.3	5.3	5.3
	college graduate	12	8.0	8.0	13.3
	bachelor degree	98	65.3	65.3	78.7
	masters degree	32	21.3	21.3	100.0
	Total	150	100.0	100.0	

Figure 16: Frequency Table for Respondents' Educational Level

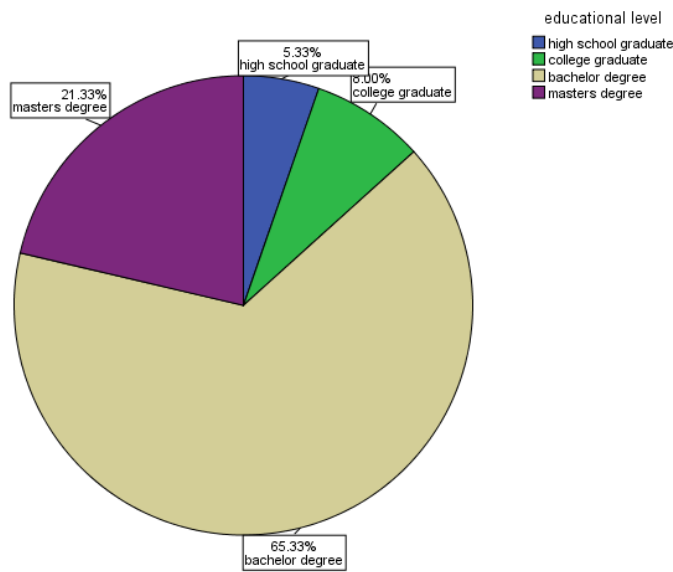


Figure 17: Pie Chart of Respondents' Educational Level

Reliance on Figure 17 and Figure 16 shows the level of education of the respondents. He said the majority of respondents graduated from bachelor with a frequency of 98 (65.3%). The frequency of a master's degree is 32 (21.3%). The 12 participants graduated from the Faculty of Graduate Studies and consisted of 8.0% . , the level of high school graduate consist lower frequency only 8 people (5.3%).

5.1.1.4 Year of Employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 2	16	10.7	10.7	10.7
	2less than 5 years	22	14.7	14.7	25.3
	5 less than 10 years	54	36.0	36.0	61.3
	10 years and above	58	38.7	38.7	100.0
	Total	150	100.0	100.0	

Figure 18: Frequency Table for Respondents' Year of Employment

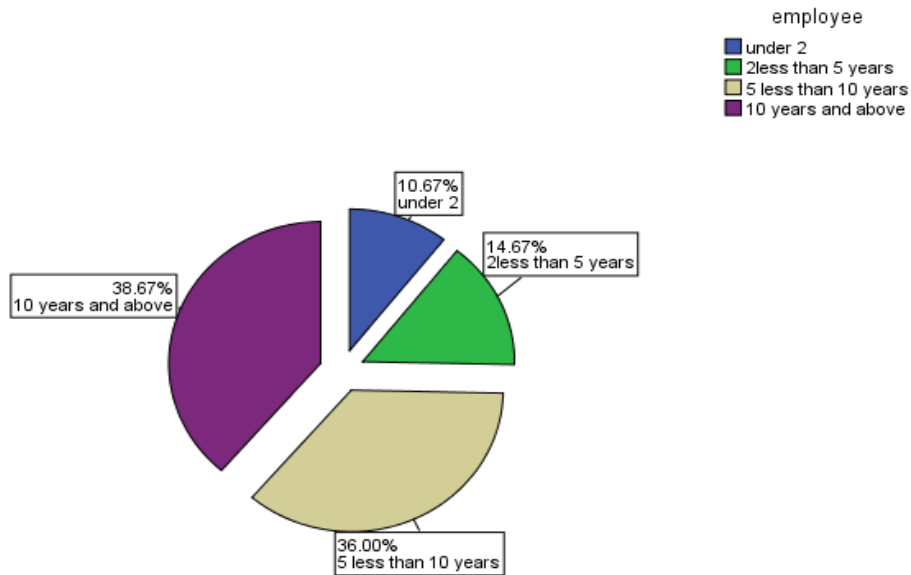


Figure 19: Pie Chart of Respondents' Year of Employment

Reliance on figure 18 and figure 19 shows a year frequency of the work of the respondent research. The vast majority of participants who worked in the hotel industry 10 years with pace of 58 which is 38.7%.The worked period at the range 5 - less than 10 years are 54 (36.0%). Whereas 22(14.7%) and 16(10.7%) respondents worked 2 less than 5 years and more than under 2 years.

5.2.1 Central Tendencies Measurement of Constructs

To show the value of the average deviation and the level of the dependent variable and independent variables that measure to build this part is the Likert scale. And the B section of the questionnaire consists of a total 30 questions presented are measured using the SPSS program, Likert scale with 1 = strongly disagree, 2 = do not agree, 3 = neutral 4 = Disagree 5 = strongly agree. The results are shown below.



5.1.2.1 Empowerment

#	Statement	Mean	Standard Deviation	Ranking
E1	Is there a strong relationship between the managers and staff to give more freedom and power that could make the path easier and faster to reach the goal	4.62	.539	2
E2	The sharing of power between the employees help to reduce work-related stress and easy access to the target	4.55	.597	3
E3	Lack of top management support hinders giving more power and authority to the employee	2.82	1.336	7
E4	Mutual trust between employees and leaders strengthen the power and authority to the decision-making process	4.51	.588	4
E5	Depending on technology as a tool enable employees to increase efficiency through the reduction of working hours, reduce costs, and improve service experience	4.42	.678	6
E6	Do you take advantage of technology to innovate in the process of finding weaknesses in key executive position?	4.47	.739	5
E7	Do your hotel managers able to reduce labour turnover rate compared with the industry average?	4.64	.616	1

Figure 20: The Central Tendencies Measurement Result of Empowerment

Figure 20 measuring central tendencies in the empowerment shows. The above table shows that highest of the respondents approve the E7 with an average value of 4.64. E1 was in second place with an average of 4.62. E2 was the third highest with 4.55 average values; follow by the E4 with an average value of 4.51. The median value

for E6 is 4.42. E5 average values of 4.42. E3 was the lowest one with an average value of 2.82.

According to the table above, E3 has a higher standard deviation with 1.336. E6 has the second highest rate with a standard deviation of 0.739. The third E5 and E7, E2, E4 was and forth with the value of the standard deviation, respectively, of 0.678, 0.616, 0.597 and 0.588. The lowest one was E1 with a value 0.539.

5.1.2.2 Transformational Leadership

#	Statement	Mean	Standard Deviation	Ranking
L1	Are there any discussions and thinking about attitudes, and old problems in your organization?	2.87	1.276	6
L2	Is there any discussion about most important values, beliefs, and missions in your work units?	4.49	.775	4
L3	Is there encouragement for making the most of the real work skills and new ways?	4.72	.603	1
L4	Is there much attention on working with the employee to clarify the conditions to reach the goal?	4.62	.598	2
L5	Are decisions made to reach the goal seems always real?	4.51	.792	3
L6	Do you analyse problems and alternatives assessment process and know if restrictions can be clear to team work?	4.45	.791	5

Figure 21: The Central Tendencies Measurement Result of Transformational Leadership

Figure 21 displays measuring the central tendencies of transformational leadership. Results were, L3 has a mean value with the value of 4.72. And L4 the

second place with 4.62, L5 third with 4.51, then L2 with a value of 4.49. And L6 has a value of 4.45. Finally L1 is the lowest with a value of 2.87.

Depending table above, L1 received the highest standard deviation with 1.276. L5 and ranked second with 0.792, it was third with a value of 0.791 L6 and L2, L3 with a standard deviation respectively 0.775 and 0.603. It was one less L4 valued at 0.598.

5.1.2.3 Teamwork

#	Statement	Mean	Standard Deviation	Ranking
T1	Are goals and objectives of the team clear in order to achieve?	4.67	.527	1
T2	Are working teams understand each other's roles, and are able to be flexible and creative with them to reach the goal?	4.49	.784	6
T3	Is everyone on this team knows what is required to make the team work well to reach the goal?	4.57	.717	4
T4	Is hotel management able to fill all the job in the current time staff specialists to reach the goal?	4.51	.621	5
T5	Are team members always open frank with each other?	4.63	.649	3
T6	Are team members understand all the duties and responsibilities of work and complete the task with the required level of efficiency to reach the goal?	4.65	.677	2

Figure 22: The Central Tendencies Measurement Result of Teamwork

Figure 22 display the central tendencies measuring teamwork. The result was the following is the highest percentage of T1 with an average value of 4.67. T6 was in

second place with an average of 4.65. T5 was third with a 4.63 average value, then T3 and T4 value of 4.57 and 4.51. T2 was the lowest one, it values 4.49.

Depending in The figure above, T2 has a standard deviation higher with 0.784. T3 was in second place with a standard deviation of 0.717. Third T6, T5,T4 forth with the value of the standard deviation, respectively, of 0.677, 0.649 and 0.621.The lowest one was T1 with a value 0.527.

5.1.2.4 Work Environment

No	Statement	Mean	Standard Deviation	Ranking
W1	Do you collaborate quickly to resolve the problem when there are arise?	4.75	.466	1
W 2	Do you invest lot of time in training in the field of customer safety?	4.57	.628	5
W3	Do you provide workspace for each employee to the extent that they can be easily work without any pressure on them?	4.49	.825	6
W4	Is there a sufficient number of windows, fresh air and light in the work area that provide comfortable work environment?	4.60	.751	3

Figure 23: The Central Tendencies Measurement Result of Work Environment

Figure 23 display measuring central tendencies of the work environment. And the results were, W1 has a greater value with 4.75. W6 was in second place with an average of 4.68. W4 the third highest placewith average value of 4.60, follow-up by W5, W2 with an average value of 4.59 and 4.5. W3 was the lowest one and an average of 4.49.

Depending in the figure above, W1 has a standard deviation higher with 0.825. W4 was in second place with 0.751. W5 standard deviation in third place was the W2 and W6 and forth with the value of the standard deviation, respectively, of 0.696, 0.628 and 0.522. It was less one the value of W4 0466.

5.1.2.5 Employees' Performance

No	Statement	Mean	Standard Deviation	Ranking
P1	Does the hotel have a comprehensive and flexible system utility that allows the workforce to manage creatively to their needs, such as vacations, spa, smart devices and insurance?	4.53	.673	4
P2	Does your hotel provide courses for staff training to increase skills and competencies?	4.57	.638	3
P3	Does your hotel ensure equal opportunity and fairness in all areas of work and valuing the diversity between colleagues and client?	4.48	.692	5
P4	To what extent employee can be counted on to carry out instruction and fulfil job responsibility accurately and efficiently?	4.61	.622	2
P5	To what extent employee demonstrates a positive attitude, and promotes cooperation with supervisors, peers and others?	4.67	.562	1

Figure 24: The Central Tendencies Measurement Result of Employees' Performance

Figure 24 display the central tendencies measuring of employee performance. And the results were highest percentage of P5 agree with an average value of 4.67. P4 was in second place with an average of 4.61. P2 was the third highest with a mean value

of 4.57, follow by P1 with an average value of 4.53. P3 is the lowest one with an average value of 4.48.

Depending in the figure above, P3 has a higher value with a standard deviation of 0.692. P1 was ranked second with a standard deviation of 0.673. The third P2 and P4 was and forth with the value of the standard deviation in a row from 0638 and 0.622. It was one less P5 worth 0.562.

5.2 Scale Measurement

To determine reliability of the result on the search can use the scale measurements. The goals of the existence of reliability analysis see how the elements are connected in positively with all other variables as well. SPSS software was used for the study of these variables. According to the rule of Cronbach's alpha, and is considered an alpha a value of 0.80 to 0.95 coefficient of reliability is very good. As for the value of 0.70 to 0.80 is considered good reliability, value is 0.60 to 0.70 and reliability of fair value that is considered to be less than 0.60 poor reliability. For this study, a group of 150 test questionnaire and analyse the results of reliability are as follows:

#	Variables	Cronbach's Alpha	Number of items
1	Empowerment	0.355	7
2	Transformational Leadership	0.607	6
3	Teamwork	0.809	6
4	Work Environment	0.789	6

Figure 25: Reliability Analysis

Figure 25 illustrates the above, the variable teamwork itCronbach alpha value of the largest stands at .809, which range from 0.80 to 0.95 in, look very good reliability. The staff performance variable in second placeswith value of 0.798, which range0.70 to 0.80 a good reliability. The third highest and permanent environment variable to work in 0.789 and 0.70 to 0.80 in that range, consider a good reliability. Variable transformational leadership as the fourth highest value stands at 0.607. Enable has the lowest value of, which stands at 0.355. Since the alpha value of the Cronbach alpha it is (0.64).So the questionnaire in this research is a good and steady.

5.3 Inferential Analyses

Inferential analysis is used to analyse the data by SPSS software, and correlation description between variables exist, and I have used in this study, Pearson correlation analysis and multiple regression coefficient. And I got the results of the data below:

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Figure 26: Rules of Thumb of Pearson Correlation Coefficient

5.3.1 Pearson Correlation Coefficient

Pearson correlation is used to analyse and determine the strength of the relationship between the dependent and independent variables. start from -1 to +1. When the value is referred to 1 indicates that the existence of a positive relationship, but if the result is -1, indicating the existence of an inverse relationship. As, if the result is 0, indicating that there is no relationship between the variables.

5.3.1.1 Empowerment

- **Correlations**

		Empowerment	Employee Performance
Empowerment	Pearson Correlation	1	.387**
	Sig. (2-tailed)		.000
	N	150	150
Employee Performance	Pearson Correlation	.387**	1
	Sig. (2-tailed)	.000	

Figure 27: Correlation between Empowerment and Employee Performance

- **Direction**

Figure 27, the relationship between empowerment and employee performance it is positive because of the positive value of the correlation coefficient. Variable empowerment has correlation with employee performance 0.387. When high-empowerment, employee performance is high.

- **Strength**

The relationship between empowerment and employee performance is small but definite relationship because value of this correlation coefficient is 0.378 it fall under coefficient range from +0.21 to +0.40.

- **Significance**

The relationship between empowerment and employee performance is significant. It is because the p-value 0.000 is less than alpha value 0.05.

5.3.1.2 Transformational Leadership

- **Correlations**

		Transformational Leadership	employee performance
Transformational Leadership	Pearson Correlation	1	.591**
	Sig. (2-tailed)		.000
	N	150	150
employee performance	Pearson Correlation	.591**	1
	Sig. (2-tailed)	.000	
	N	150	150

Figure 28: Correlation between Transformational Leadership and Employee Performance

- **Direction**

Figure 28, shows that the positive relationship between transformational leadership and employee performance because the value of the correlation coefficient it is positive. Variable Transformational leadership has a correlation with variable employee performance 0.591. Thus, when the transformational leadership is high the employee performance is high.

- **Strength**

The relationship between transformational leadership and employee performance is moderate because value of this correlation coefficient 0.591 is rate under coefficient range from ± 0.41 to ± 0.70 .

- **Significance**

As the p-value 0.000 less than alpha value 0.05, so that the relationship between transformational leadership and the performance of the staff are great.

5.3.1.3 Teamwork

- **Correlations**

		Teamwork	Employee_Performance
Teamwork	Pearson Correlation	1	.770**
	Sig. (2-tailed)		.000
	N	150	150
Employee Performance	Pearson Correlation	.770**	1
	Sig. (2-tailed)	.000	
	N	150	150

Figure 29: Correlation between Teamwork and Employee Performance

- **Direction**

Figure 29 shows the relationship between teamwork and employee performance positive relationship because of the positive value of the correlation coefficient. Teamwork variable has a 0.770 correlation with variable employee performance. Thus, when the high teamwork, high employee performance.

- **Strength**

The relationship between teamwork and employee performance are high, because the value of the correlation coefficient is 0.770 fall under the scope of the coefficient of ± 0.71 to ± 0.90 .

- **Significance**

As the p-value 0.000 less than alpha value 0.05, so the relationship between teamwork and the performance of the staff are great.

5.3.1.4 Work Environment

- **Correlations**

		Work Environment	Employee performance
Work Environment	Pearson Correlation	1	.691**
	Sig. (2-tailed)		.000
	N	150	150
Employee performance	Pearson Correlation	.691**	1
	Sig. (2-tailed)	.000	
	N	150	150

Figure 30: Correlation between Work Environment and Employee Performance

- **Direction**

Figure 30, shows positive relationship between the work environment and employee performance because of the positive value of the correlation coefficient. Work environment variable has a 0.691 correlation with variable employee performance. Thus, when high working environment, high employee performance.

- **Strength**

The relationship between work environment and employee performance is moderate because the value of this correlation coefficient 0.691 is fall under coefficient range from ± 0.41 to ± 0.70 .

- **Significance**

As the p-value 0.000 less than alpha value 0.05, so the relationship between the work environment and employee performance are great.

5.3.2 Multiple Regression Analysis

I chose the way of the multiple regression analysis is the way it to test one or more of the independent variable to explain the variation in the dependent variable.

Hypothesis

H0: The four independent variables are not significantly relationship explaining the variance in employees' performance.

H1: The independent variables are significantly relationship explaining the variance in employees' performance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.129	4	5.532	69.609	.000 ^b
	Residual	11.524	145	.079		
	Total	33.653	149			

Figure 31: ANOVA for Multiple Regression

- a. Dependent Variable: Performance
- b. Predictors: (Constant), Teamwork, Empowerment, Leadership, Environment

According to figure 31 (analysis of variance) supports the alternative hypothesis (H5) through data, as the p value (0.000) is less than the alpha value of 0.05. And statistical F- (69,609) are great. It describes a good relationship between the dependent and independent variables and to clarify significant in employee performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.648	.2819156486

Figure 32: Model summary for Multiple Regressions

- a. Predictors: (Constant), Teamwork, Empowerment, Leadership, Environment

The R square displays independent variables could explain the variation in the dependent variable. In this research, independent variable explained 65.80% changes in the dependent variable. However, it still leaves 34.20% (100% - 65.80%) unexplained in this study.

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t
Intercept	1		.313	1.869	.064
Empowerment	1	-.062-	.079	-1.057-	.292
Transformational Teamwork	1	.214	.061	3.424	.001
Leadership	1	.505	.076	6.589	.000
Work Environment	1	.241	.074	3.365	.001

Figure 33: Parameter Estimates

Independent variables	Standardized Coefficients ,Beta	Ranking
Empowerment	-.062-	4
Transformational Leadership	.214	3
Teamwork	.505	1
Work Environment	.241	2

Figure 34: Ranking of the Beta value of Independent Variables

Based on the above figure 34, there are ranking from high independent variable to the least independent variable to display that how much of the contribution toward the dependent variable (employee performance).

Highest Contribution

Teamwork is the first variable that gets the highest variation with the variable (employees performance), where he was performing beta value (0.505) when compared to other independent variables. This indicates that the teamwork got bigger level to clarify the variation with the variable (employee performance) performance, when compared to three other independent variables.

Second Highest Contribution

The work environment who got the second rank in contrast with the variable (employee performance) because obtained beta value located (.241) when they compare it with the value of the independent variables. It shows that the work environment the second independent variable contributes to the variation in the variable (employee performance), when compared to three other independent variables.

Third Highest Contribution

Transformational Leadership is considered a variable that comes in third place in the variation with a variable (employee performance) because the obtained beta value located (0.214) when they compare it with other independent variables. That means that transformational leadership gets third rank to explain the variation in the variable (employee performance), when compared to three other independent variables.

Lowest Contribution

Empowerment is considered a variable that got the lowest the variation percentage to variable dependent (staff performance) because beta value, which is (0.062) relative to other variables. This means that the empowerment lowest strong record contribution to illustrate the contrast in the variable (staff performance), when compared to three other independent variables.



Chapter 6

6.1 Summary of Statistical Analyses

6.1.1 Summary of Descriptive Analyses

Can we describe the descriptive analysis is the beginning stage of the survey results. In this descriptive analysis part (a) we get demographic information about participants. More than half of total respondent is male which amounted 69.33%, the rest are females amounting 30.67%.

After that, we can show the age of the respondents and the result was as follows highest percentage of participants is from the age group of 26 to 30 years, while the lowest percentage of participants in this survey is from the age group of 46 years and above.

The majority of our respondent's education levels are Bachelor graduate %65.3. From the data collected, there is 21.3% of input we received, which includes 21.3% of the respondents in our levels of master's degree in this study.

We also have to work years to describe the descriptive analysis we have chosen to identify the questions because it regards the employee in his work experience. The results show that more staff have been working 10 years and over and less of them less than 2 years.

6.1.2 Summary of Inferential Analyses

6.1.2.1 Reliability Test

Shows that the reliability of all the variables considered reliable where the alpha coefficient of the four variables comes 0.41 to 0.70 and 0.70 to 0.80 and 0.80 to 0.95. Where, it considered a moderate, good reliability and reliability is very good, respectively. The result enables the alpha value of the coefficient of .355 records. Transformational Leadership scored 0.607. Scored teamwork 0.809, Record 0.789 ergonomics and Scored 0.798 employee performance.

6.1.2.2 Pearson Correlation Coefficient

This indicates that all the independent variable significant relationship with the employee's performance based on the Pearson correlation coefficient. Besides, there are the independent variables correlation coefficient values in the range from 0.21 to 0.40 and the coefficient of ± 0.41 to ± 0.70 and 0.71 to 0.90, which enables .387 records, scored transformational leadership 0.591, teamwork and scored 0.770, and 0.691 logs Work environment. These figures indicated that the relationship between each of the four independent variables and the performance of employees is considered high, medium and small but definite relationship.

6.1.2.3 Multiple Regression Analyses

Depending on the results of multiple regression analysis, teamwork gets the largest contribution with performance as a standard beta coefficient it is 0.505, the highest value among the other independent variables. The second and third variable work environment, transformation leadership and who scored 0.241 and 0.214. While, variable enabling had the lowest value contribution with performance of the beta value 0.062.

6.2 Discussions of Major Findings

Independent Variables	Hypotheses	Result
Empowerment	H ₁ : There is significant relationship between empowerment and employee performance.	P-value= 0.00 (<0.05)
Transformational Leadership	H ₂ : There is significant relationship between transformational leadership and employee performance	P-value= 0.00 (<0.05)
Teamwork	H ₃ : There is significant relationship between teamwork and employee performance	P-value= 0.00 (<0.05)
Work Environment	H ₄ : There is significant relationship between work environment and employee performance	P-value= 0.00 (<0.05)

Figure 35: Correlation Value between Four Independent Variables and Employee Performance

6.2.1 Empowerment

With indication to the result that declared in this section which are used Pearson correlation, announce the result correlation is 0.387 and this shows that there is a statistically significant relationship between empowerment and performance of staff. Consequently, when a large empowerment, and the performance of the employee would be greater.

Whereas enabling a significant positive relationship with the employee's performance when it is enabled Authority employees to make decisions, reliable and concerned organizations, they will perform well in their business. Enable employees is critical for an organization it is because, employees reduce errors and improve performance because respond quickly in decision-making on any changes.

6.2.2 Transformational leadership

With indication to the result declared in this section which are used Pearson correlation, and declare the result .591 relationship, and this shows that there are relationships significant amidst transformational leadership and employee performance. Consequently, when a large transformational leadership, and the performance of the employee would be greater.

Transformation leadership using method influential promoting and improving the performance of staff. Transformational leader motivate employees to become self-confidence, transformational leader gives a strong will to employees in order to achieve the company's goal.

6.2.3 Teamwork

With indication to the outcome declared in this chapter using Pearson correlation, and declare the result of the relationship 0.770 and this shows that there are significant differences between teamwork and employee performance relationship. Consequently, when team is large, the performance of the team will be greater.

Show that the positive relationship between teamwork and employee performance. When the teamwork is decisive for the company they managed to participate in the goals and methods useful in achieving its strategic goals. In addition, it can display the skills they already have, and the knowledge and capabilities of each of the employees. Follow-up before, also builds diversity and teamwork skills, abilities and knowledge that can drive up to the performance of staff to achieve the company's goals.

6.2.4 Work environment

With indication to the result declared in this chapter which are used Pearson correlation, and announce the result correlation is 0.691, and this shows that there is a statistically significant correlation between the work environment and employee performance. Consequently, when great working environment, the employee performance will be largest. There is positive relationship between work environment and labour. To make better productivity, accept the staff to work, and must provide consistent and appropriate environment for the company with the nature of the work. It is because, the company is able to offer the best level of environment, employees leads to increase the contentment work and performance.

6.3 Implication of the study

6.3.1 Theoretical Implications

The former stage of this research program has finite, that it was potential to build an initial explanatory model of the factors of human power which influencing the employees' performance in hotel industry. The former stage is used a small sample to vision into the nature of the factors of human power which influencing employees' performance. However, the results were merely preliminary and cannot be popularize easily, and even the first clarification model from the former stage met the entire relevant standard for viability. It is because we can not to take all the factors influencing the employs performance as a complete model of the human power in the hotel industry.

6.3.2 Managerial Implications

This study was conducted on some of the manpower factors that impact the worker performance factors. This survey has offered reliable and helpful datum for the researcher in the future. Not only it can provide useful information, this research, as well as help employers understand the importance of the worker in the performance of the owners of the hotel industry, as well, and the staff can provide best task to raise the standing in the hotel sector. Further, this research also benefit from realized and know in effective company. The employee ready to increase the achievement of his achievements when organizations cared about their jobs, and therefore, the staffs is ready to share all the skills and efforts, knowing the capabilities of organizations. In the hotel sector can create a positive vision for clients. Moreover, this study may be useful for the exercise of human resources. For the taskmaster raise employee performance.

In this study, the owner can work to better their information about the effects that impact workers in the hotel sector. Also, allows the owners of capital to learn clearly about important factors to understand about the performance boost.

6.4 Limitation of the study

In this research and it stressed just a sampling site we have. Then, research information obtained includes only Erbil, and provides this data only imagine employers working in the employee's performance in the hotel industry in Erbil. Results shows work of hotel sector in the Kurdistan region. They had good levels of knowledge and understanding. Thus, it was easy to deal with them in answering the questionnaire.

On the other hand, has enough signal some obstacles in my research. Although there are plenty of academic journals about the independent variables of our staff and the performance on the Internet, but they are not sufficient to support our research journals as the background of our research that the hotel industry in Erbil.

6.6 Recommendations for Future Research

Despite some limitations encountered in writing this research, it still can this study be completed by new researchers, we can make.

In this research, prove the relationship between some of the factors of human resources that affect the employee's performance in four dimensions – empowerment, transformational leadership, teamwork and the work environment. These dimensions may be it is not sufficient to provide all effects on employee performance.

Although I used the method of liquidation for the distribution of questionnaires to hotel staff, but lacks the general consensus of the participants in the survey, even several of them have conservative behaviours while giving opinions to us and rejecting disclosing too much of information for hotels . Thus, I am suggesting the future researchers should not focus on one method merely getting information from the respondents. Finally, the supposed future research on this subject who to include more areas in the Kurdistan region, the result of this research will be more representative for understanding by employees in hotel industry in whole Kurdistan region.

6.7 Conclusion

As the conclusion of this research results showed that the workforce has a positive impact on the performance of employees through the results that we have obtained in the practical side as the relationship between the independent variables and the dependent variables were significant positive relationship.

In my research I used the SPSS software and used it in the unloading questionnaires and descriptive and inferential analysis of the results. After that, the discussions provided a hypothesis testing results and validate targets search.

Thus, it can be used as a guide when you figure out the manpower factors that will greatly affect the performance of staff in the hotel sector.

Survey Questionnaire

This questionnaire contains statements about human power and its impact on employee performance in five star hotels. Please tick (✓) according to the answer in the boxes that best represent you

Section A: Demographics

1. Please select your gender

Male Female

2. Please select your age

- | | |
|---|---|
| <input type="checkbox"/> Under 25 years old | <input type="checkbox"/> 26-30 years old |
| <input type="checkbox"/> 31-35 year's old | <input type="checkbox"/> 36-40 years old |
| <input type="checkbox"/> 41-45 years old | <input type="checkbox"/> 46 years old and above |

3. Educational level

- | | |
|---|---|
| <input type="checkbox"/> High School Graduate | <input type="checkbox"/> College Graduate |
| <input type="checkbox"/> Bachelor Degree | <input type="checkbox"/> Master's Degree |

4. Years of employment

- Under 2 years
- 2- less than 5 years
- 5- less than 10 years
- 10 years and above

Section B Human Power and Impact on the Employee Performance in Hotels

Please circle your answer to each statement using 5 Liker scale [(1) = Strongly Disagree, (2) = Disagree, (3) = Neutral, (4) = Agree, (5) = Strongly Agree].

Part 1: Empowerment

No.	Questions	SD	D	N	A	SA
1-	Is there a strong relationship between the managers and staff to give more freedom and power that could make the path easier and faster to reach the goal	1	2	3	4	5
2-	The sharing of power between the employees help to reduce work-related stress and easy access to the target	1	2	3	4	5
3-	Lack of top management support hinders giving more power and authority to the employee	1	2	3	4	5
4-	Mutual trust between employees and leaders strengthen the power and authority to the decision-making process	1	2	3	4	5
5-	Depending on technology as a tool enable employees to increase efficiency through the reduction of working hours, reduce costs, and improve service experience	1	2	3	4	5
6-	Do you take advantage of technology to innovate in the process of finding weaknesses in key executive position?	1	2	3	4	5
7-	Do your hotel managers able to reduce labor turnover rate compared with the industry average?	1	2	3	4	5

Part 2: Transformational Leadership

No.	Questions	SD	D	N	A	SA
1-	Are there any discussions and thinking about attitudes, and old problems in your organization?	1	2	3	4	5
2-	Is there any discussion about most important values, beliefs, and missions in your work units?	1	2	3	4	5
3-	Is there encouragement for making the most of the real work skills and new ways?	1	2	3	4	5

4-	Is there much attention on working with the employee to clarify the conditions to reach the goal?	1	2	3	4	5
5-	Are decisions made to reach the goal seems always real?	1	2	3	4	5
6-	Do you analyze problems and alternatives assessment process and know if restrictions can be clear to team work?	1	2	3	4	5

Part 3: Team Work

No.	Questions	SD	D	N	A	SA
1-	Are goals and objectives of the team clear in order to achieve?	1	2	3	4	5
2-	Are working teams understand each other's roles, and are able to be flexible and creative with them to reach the goal?	1	2	3	4	5
3-	Is everyone on this team knows what is required to make the team work well to reach the goal?	1	2	3	4	5
4-	Is hotel management able to fill all the job in the current time staff specialists to reach the goal?	1	2	3	4	5
5-	Are team members always open frank with each other?	1	2	3	4	5
6-	Are team members understand all the duties and responsibilities of work and complete the task with the required level of efficiency to reach the goal?	1	2	3	4	5

Part 4: Work Environment

No.	Questions	SD	D	N	A	SA
1-	Do you collaborate quickly to resolve the problem when there are arise?	1	2	3	4	5
2-	Do you invest lot of time in training in the field of customer safety?	1	2	3	4	5
3-	Do you provide workspace for each employee to the extent that they can be easily work without any pressure on them?	1	2	3	4	5
4-	Is there a sufficient number of windows, fresh air and light in the work area that provide	1	2	3	4	5

	comfortable work environment?					
5-	Does your work area ready enough to meet the typical needs, such as (the normal storage, movements, etc.)?	1	2	3	4	5
6-	Does your hotel create a better work environment for employees where they can share knowledge and information necessary to provide high quality products and services?	1	2	3	4	5

Part 5: Employees' Performance

No.	Questions	SD	D	N	A	SA
1-	Does the hotel have a comprehensive and flexible system utility that allows the workforce to manage creatively to their needs, such as vacations, spa, smart devices and insurance?	1	2	3	4	5
2-	Does your hotel provide courses for staff training to increase skills and competencies?	1	2	3	4	5
3-	Does your hotel ensure equal opportunity and fairness in all areas of work and valuing the diversity between colleagues and client?	1	2	3	4	5
4-	To what extent employee can be counted on to carry out instruction and fulfill job responsibility accurately and efficiently?	1	2	3	4	5
5-	To what extent employee demonstrates a positive attitude, and promotes cooperation with supervisors, peers and others?	1	2	3	4	5

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...	Çok iyi

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