

# Psychological Empowerment Of Employees Through Leadership Support And Communication Effectiveness In Indonesian State-Owned Enterprise (Soe)

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## **ABSTRACT**

The objectives of the study are to investigate the effect of leader support and communication effectiveness on the psychological empowerment of SOE employees. We verify the function of communication effectiveness as a mediating variable between leadership support and psychological empowerment. The sample of research is state-owned enterprise employees that worked at Bengkulu province. The result shows that leadership support would positively improve the psychological empowerment of SOE employees. Findings also indicate that leadership support can support the effectiveness of communication in the organization. In contrast, the effectiveness of communication can not affect the psychological empowerment of employees. Hypothesis test results indicate that communication effectiveness cannot be able as the mediator between the relationship of leadership support and psychological empowerment.

**Keywords:** leadership, psychological, communication, empowerment.

## **INTRODUCTION**

Human resource development terminology, in particular, has a broad dimension aimed at increasing the potential of human resources to increase professionalism in organizations (Wayne and Awad, 2000). HR development that is targeted and planned, accompanied by proper management, will be able to save other resources, or at the very least, will be efficient and effective in the management and use of organizational resources. Human resource development is essential for any organization in order to meet the demands of current tasks while also responding to future challenges. Organizational leadership is a critical component of the development of the organizational environment (Scott and Bruce, 1994). The influence of leaders with transformational leadership styles that trigger employee creativity

through motivation or learning orientation communicated by him should be able to improve employee learning and creativity (Dweck, 1988).

An understanding of the factors that can predict individual success in a career is an exciting topic to study because it is related to individual development and organizational performance. If the organization supports the career and performance of each individual, indirectly, the organization provides direction or motivation to individuals to work effectively (Grant et al., 2001). The role of effective and efficient human resource management is a determining factor for the success of overall organizational performance. Applying appropriate job design, effective employee training, and proper motivation to employees can contribute significantly to improved performance (Borman, 2004). The performance appraisal process is a process that aims to provide rational grounds for

management to make decisions regarding one's performance. At the same time, the performance is the result or overall level of success of a person during a specified period in carrying out the task (Yun et al., 2005).

Active communication factors can bridge between leaders and subordinates to create a work climate that supports the improvement of organizational work. It means that the organizational environment is a learning environment for every individual. If individuals can adjust themselves in the organizational environment and understand organizational culture, individuals will more easily complete the tasks given by the organization or the problems they face effectively. These can support the performance of individuals to achieve the goals set by the organization (Jones, 2003).

Theories regarding leadership focus on transactional leadership styles and transformational leadership styles as the core concepts of leadership style applications in organizations (Jankingthong and Rrurkkhum, 2012). Then the concept was developed by Bass (1985), Avolio & Bass (1991), and Bass & Avolio (1993) into a comprehensive coverage of the leadership model. SOE in Indonesia also needs to improve employee performance and strengthen motivation in the psychological realm (psychological empowerment). The psychological empowerment of SOE employees can be done to find out what is expected by the employees. In carrying out its organizational functions, a leader can provide direction, tasks, determine responsibilities, and evaluate the performance of his employees so that in this study will be tested the effect of SOE leadership support and communication effectiveness toward the psychological reinforcement of employees. Besides, communication effectiveness mediating in influencing the relationship of leadership support variables and psychological

reinforcement will also be the test.

## LITERATURE REVIEW

### Psychological Empowerment

Individuals who occupy leadership positions in organizations can influence employee motivation and have the ability to shape the overall behavior of the organization to form a productive work environment. Schnake et al. (1995) revealed that supportive leadership behaviors could influence the formation of useful individual, organizational characteristics because employees perceive the leadership behavior as behavior that can help employees to solve their problems as group leaders.

Conger and Kanungo (1988) revealed that psychological reinforcement is a process of strengthening the self-efficacy between individuals and other coworkers in the organization by identifying the condition of positive information changes in the organization that triggers helplessness and when transferring them to informal and formal practices in the organization. Spreitzer (1995) defines psychological reinforcement as a construct of individual motivation consisting of four cognitive; purpose internalization, competency, self-determination, and sense-of control.

1. Impact (influence) as a level of individual behavior that can affect the results in the work environment, including in influencing strategic, administrative, or work performance reinforcement in the operational sphere.

2. Competence is a level where an individual can perform according to his expertise well, has the ability, expertise, skills, and knowledge so that it can be applied to produce the desired outcome.

3. Meaningfulness is a condition when the values of an organization's goals, activities, or objectives within the organization are following the ideas, values, standards, and goals of the members in the organization.

4. Self-determination as the policy and independency given to individuals or employees to adopt behaviors and attitudes at work in order to achieve organizational goals.

Employee performance is a focus for practitioners and academics, organizations that have achieved competitive advantage and achieved success are organizations that give top priority to improving employee performance. Employees are the key to an organization's success; one way to improve its performance is to create a more supportive work environment. (Dvir et al., 2002).

### **LEADERSHIP SUPPORT**

Leadership support as a variation of behavior shown by leaders by considering acceptance, attention, and support according to the necessity and feelings of employees (Yukl, 2001; El-Salam et al., 2010). Leadership theory in organizations has been divided into three alternatives, including transactional leadership, charismatic or visionary leadership and transformational leadership. The overall leadership theory model developed by Bass and Avolio (1990), which distinguishes the three categories of leadership types explained as follows.

Individuals who occupy leadership positions in organizations can influence employee motivation and have the ability to shape the overall behavior of the organization to form an active work environment. Schnake et al. (1995) revealed that supportive leadership behaviors could influence the formation of useful individual, organizational characteristics because employees perceive the leadership behavior as behavior that can help employees to solve their problems as group leaders.

Research in the strategic scope of human resource management has revealed a lot of the effect of practices in improving HRM performance for the needs of an organization. The practical function of human resource

management needs to be proven to be able to contribute to improving organizational performance (Stewart, 1996). Within the scope of the organization requires the role of increasing expertise, leadership, employee participation in making decisions, and motivation to maintain the effectiveness of organizational performance to enhance sustainable competitive advantage for the organization.

A participatory leadership style is a way that can strengthen employee commitment to the organization. Also, it can correctly trigger employee creativity so that it can solve various problems and challenges it faces (Lashley, 2000). The purpose of implementing a participatory leadership is to increase the participation of subordinates by giving more attention, influence, support, information, policies, and other resources, then sharing ways of solving problems together with subordinates before making decisions (Bass, 1990).

Leadership in organizations is an essential aspect of the development of the organizational environment (Scott and Bruce, 1994). Orientation regarding organizational development should be able to improve employee learning and creativity. It is related to the influence given by leaders who have transformational leadership styles that trigger employee creativity through motivation or learning orientation communicated by him (Dweck, 1988).

### **COMMUNICATION EFFECTIVENESS**

Lawler et al. (2001) revealed that the duty for professionalism in HRM is to strengthen the stream of information through the organization. Communication channels can create individual harmony and create relationships, reduce ambiguous information, increase and strengthen responsibility and mutual understanding among employees in the organization, and also improve work coordination and trust in organizational

groups (Carriere & Bourque, 2009).

The essential point of the communication component is feedback, as the response of the recipient of information that must be known by the sender of the information. According to Windahl and Signitzer (1992) in El-Salam et al. (2013) feedback is the center of two-side communication, is an inversion of the stream of information that allows people who convey information to react as quickly as possible to get the results of the information that has been submitted. Positive and negative feedback not only produces a climate of trust between employees and their superiors but also creates two-sided communication and can further increase work productivity if communication is carried out openly and consistently (Vakola and Boradas, 2005).

Excellent communication between members in the organization can maintain the harmony of organizational activities because open communication can help each employee understand the information they get so that it can support the organization in achieving its goals. Management is responsible for ensuring the effectiveness of the organization's internal information systems, especially information systems based on the organizational structural flow (El-Salam et al., 2013). Employees who get

relevant information, current (up to date), and useful information are a form of business management as a form of responsibility to improve communication effectiveness. Lack of communication made by management about the plans and mission of the organization in the future can cause decreased employee motivation (Friedman, 2000). Organizations that have a program to strengthen their human resources will focus on delivering information that can be accessed by all levels or levels within the organization, namely by facilitating the communication process and disseminating information.

Based on the literature review, we propose the following hypotheses:

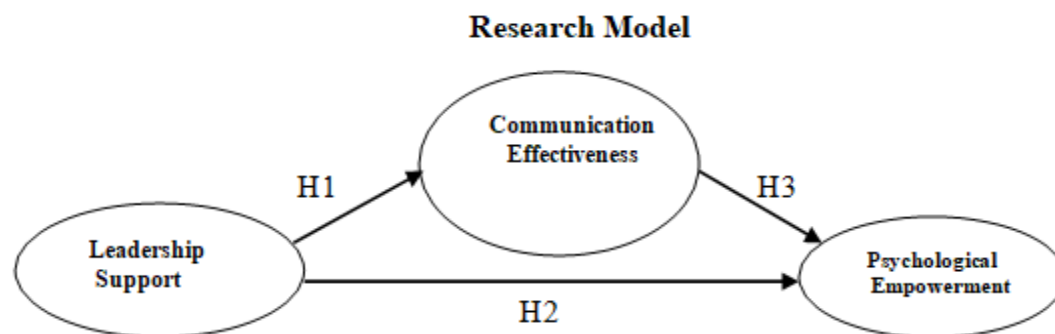
**H1:** Leadership Support has a significant positive effect on the effectiveness of communication.

**H2:** Leadership Support has a significant positive effect on the Psychological Empowerment

**H3:** Effectiveness of Communication has a significant positive effect on the Psychological Empowerment

**H4:** Effectiveness of Communication acts as a mediator of leadership support and psychological reinforcement of employees.

## Research Model



Source: adapted from the research of Zang and Bartol (2010) and El-Salam et al. (2013).

## RESEARCH METHOD

This study collected data directly through a

survey method with a questionnaire. This study was conducted with a sample of SOE employees

in Bengkulu Province, Indonesia. This study lasted six months, beginning in June 2019 and ending in December 2019. The effect of the independent variables (Leadership Support and Communication Effectiveness) on the dependent variable was tested in this study (Psychological Empowerment). The Communication Effectiveness variable will then be tested in this study to see if it can act as a mediator between leadership support and psychological reinforcement.

The sampling method in this study conducted in a non-probability manner with a purposive sampling technique. Purposive sampling technique is a sampling technique with specific

criteria. The selection of sample elements based on sample criteria for specific purposes. The unit of analysis in this study is individuals who are employees of SOEs engaged in transportation, Banking and Energy & Mineral Resources.

## RESEARCH RESULT

This study had 153 participants who completed 137 questionnaires, accounting for 89% of the responses that can be used as data sources. The remaining 16 incomplete questionnaires were not used as data sources. Gender, age, length of employment, and work unit were the respondent characteristics used in this study. Table 1 shows the characteristics of the respondents in this study.

**Table 1:** Respondent Characteristics

		Number of Respondent	Percentage
<b>Gender</b>	<b>Male</b>	87	63,5%
	<b>Female</b>	50	36,5%
<b>Age</b>	23-28 years old	52	37,9%
	29-34 years old	38	27,7%
	>34 years old	47	34,3%
<b>Work's experience</b>	Less than 2 years	39	17,5%
	More than 2 years	98	83,5%
<b>Institutions</b>	Garuda Indonesia	82	61%
	PLN	55	39%

Source: Primary Data

In Table 1, it can be seen that in this study, 87 people or 63.5% come from male respondents. At the same time, female respondents were 50 people or 36.5%. Based on the age of the respondents in Table 1, it can see that respondents aged 23-28 years dominate the age characteristics of the respondents in this study which is 52 people or 37.9% of the total respondents. While respondents aged over 34 years were 47 people (34.3%). The majority of respondents are those who have worked for more than two years, 39 respondents. Respondents in this study work as SOE employees. From the characteristics of the

respondents, it can be seen that the respondents already have enough work experience to evaluate the condition of the organization, work atmosphere, and leadership in the organization so that it expected to understand the statement they will give in this research questionnaire. This demographic description of respondents can be used by organizations to find out the potential of the workforce in Bengkulu province.

### Validity test

According to Sekaran (2006), validity shows the accuracy of measuring instruments in carrying out their measurement functions. This research

uses a validity test using confirmatory factor analysis. Sekaran (2006) writes that factor analysis can be used to help reduce factors that are too many to be profitable, interpretable and

manageable. Factor analysis was done by looking at maximum likelihood analysis techniques.

**Table 2:** Standardized Loading Factor Scale Value

	<b>Communication</b>	<b>Support</b>	<b>Empowerment</b>
d5	.000	.946	.000
k6	.894	.000	.000
k5	.949	.000	.000
k4	.920	.000	.000
k3	.897	.000	.000
k2	.962	.000	.000
k1	.907	.000	.000
d4	.000	.975	.000
d3	.000	.932	.000
d2	.000	.936	.000
d1	.000	.896	.000
p10	.000	.000	.605
p9	.000	.000	.567
p8	.000	.000	.572
p7	.000	.000	.138
p6	.000	.000	.916
p5	.000	.000	.914
p4	.000	.000	.948
p3	.000	.000	.954
p2	.000	.000	.952
p1	.000	.000	.952

The numbers in Table 2 show the factor loading of each statement item, indicating the statement items' strong correlation in explaining the factors. If the resulting factor loading is greater than 0.6, the statement item is declared valid. The following are the results of testing the validity of leadership support variables, communication effectiveness, and psychological reinforcement using the AMOS 20 program. Furthermore, the loading factor value for each indicator item in this study demonstrates a validity test result. Table 2 shows the results of each indicator's validity test on the variables of leadership support, communication effectiveness, and psychological reinforcement

of employees.

As can be seen in Table 2, the rotating research indicator has a loading factor more than 0.6 and is split into three loading factor columns, satisfying the validity criteria, and so the indicators are legitimate in this validity test. It is determined whether or not to further examine indicators with factor loadings greater than 0.6. P7, an indicator used to measure job satisfaction, has a loading factor of less than 0.5. The loading factor value for the indicator with code p5, "I have freedom in carrying out and completing work," is less than 0.5, indicating that the item must be dropped and will not be included in the next test process. Respondents believe that the

SOE organization has definite rules and norms in organizing, so the perception of the p7 indicator cannot operate within the scope of the SOE organization when carrying out their duties based on SOPs and existing rules in the

organization. Validity of the measurement methods employed in this study is represented by the extent to which respondents understood the indicators within each research variable.

### Reliability Test

**Table 3:** Reliability Test for Empowerment Indicator

Item-Total Statistics					
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
p1	41.2156	96.096	.764	.939	0,944
p2	41.2110	96.849	.718	.940	
p3	41.2110	96.840	.731	.940	
p4	41.0963	96.124	.790	.938	
p5	41.0183	96.783	.770	.939	
p6	41.1468	95.905	.806	.937	
P8	41.2339	106.963	.298	.952	
P9	41.3945	94.010	.816	.937	
P10	41.3440	93.277	.817	.937	

**Table 4:** Reliability Test for Communication Effectiveness

Item-Total Statistics					
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
k1	18.0917	20.738	.795	.927	0,937
k2	18.1606	20.458	.832	.923	
k3	18.2523	20.752	.810	.926	
k4	18.1972	19.818	.812	.925	
k5	18.2615	19.788	.831	.923	
k6	18.1881	19.905	.799	.927	

**Table 5:** Reliability Test for Leadership Support

Item-Total Statistics					
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
s1	10.9450	10.716	.863	.952	0,957
s2	11.0138	10.493	.907	.939	
s3	11.0046	10.853	.889	.944	
s4	11.0046	10.677	.916	.937	
s5	11.0138	10.493	.877	.913	

Sumber: data diolah 2019.

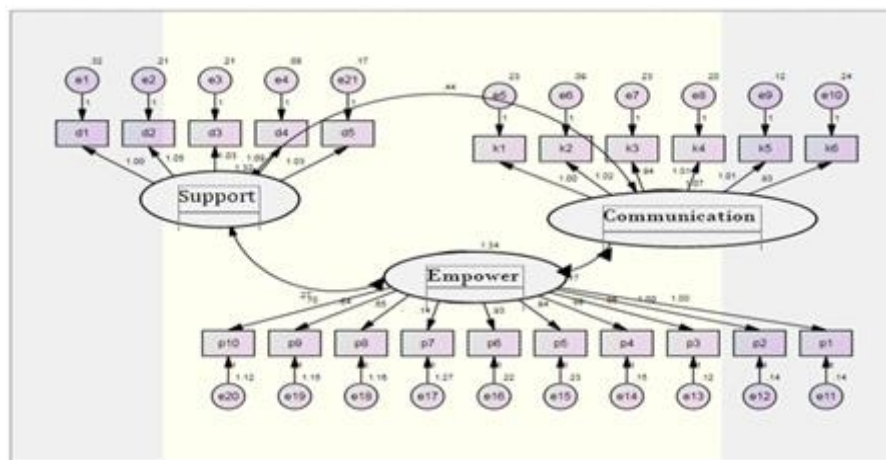
Hair et al. (1998) suggested that reliability is the level of consistency of a set of variables to measure it repeatedly. Reliability testing in this study carried out using Cronbach's Alpha measure with a 5% confidence level. The reliability test is carried out in stages between variables so that there is a possibility that in the testing stages, there are several statement items that must omitted. If the Alpha item deleted exceeds Cronbach Alpha, or if the statement item has a corrected item-total of less than 0.5, item provisions are removed. The following are the findings of reliability testing on research instruments. Cronbach Alpha > 0.5 and less than 0.5 are found in all statements in Tables 3,

4, and 5. All statement items are reliable if the Deleted Item for each indicator is less than the Cronbach alpha for each variable.

**DISCUSSION**

In this study, all research constructs and indicators were subjected to Confirmatory Factor Analysis (CFA) measurement model analysis. CFA is used to validate measurement theory tests. Measuring theory provides a systematic and rational representation of theoretical model components through the description of measurable variables. The next step in the development of the SEM model involves integrating measurement theory with structural theory (Hair et al., 2010).

**Analysis Results of Measurement Model Tests**



Results from the measurement model's testing phase reveal the study model's GOF (Goodness of fit), namely the statistical value of chi-square (X<sup>2</sup>), normed chi-square (X<sup>2</sup> / df), Goodness of

Fit Index (GFI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). The values of each measurement model index are shown in the table below.

**Table 6:** Goodness of Fit Index

Goodness of fit Index	Index Score
Chi-square (X <sup>2</sup> )	1832.859
Scaled Chi-square probability (p-value)	0,000
Degree of freedom (df)	186
Normed Chi-square (X <sup>2</sup> /df)	9.854
GFI	0,824
CFI	0,879
RMSEA	0,055



Both the chi-square ( $X^2$ ) and the chi-square probability are shown in Table 6 to be significantly less than 0.005. That the actual data does not corroborate the measurement model is shown by this value. When compared to the reference value index of goodness of fit of 3.00, the normed chi-square value ( $X^2 / df$ ) of 9,854 suggests that this measurement model has an excellent fit with its empirical data.

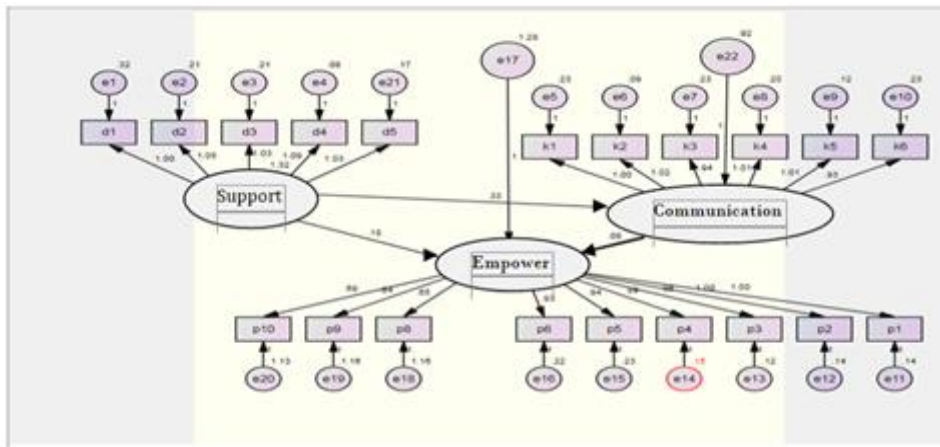
As can be shown in Table 6, the measurement model has a GFI of 0.824. As the GFI is close to 1, but not quite at 0.90, we may conclude that the measurement model and the empirical data are well matched. The CFI rating of 0.879 found in this research suggests a high degree of congruence between the theoretical measuring framework and the facts. Similarly, a good RMSEA index value is between 0.03 and 0.08,

and this measurement model's RMSEA index is 0.055, indicating that this measurement model fit with its empirical data. The overall measurement model accurately depicts the empirical data, according to the goodness of fit index analysis. The measurement model accurately assesses respondents' perceptions of leadership support, communication effectiveness, and psychological reinforcement among employees.

**Structural Model Analysis Results**

Maximum likelihood analysis is then used to the structural model, and the index of goodness of fit is used to determine how well the model corresponds to the available data. In the structural model test results, the goodness of fit indexes are chi-square ( $X^2$ ), Normed Chi-square ( $X^2 / df$ ), GFI, RMSEA), and CFI.

**Structural Model Analysis Test Results**



**Table 7: GoF Index Model Analysis**

	Index Score
Chi-square ( $X^2$ )	1076.605
Probabilitas Scaled Chi-square (p-value)	0,000
Degree of freedom (df)	167
Normed Chi-square ( $X^2/df$ )	6.447
The goodness of Fit Index (GFI)	0, 886
Comparative Fit Index (CFI)	0, 893

The chi-square ( $X^2$ ) of 1076,605 with the degree of freedom of structural models in this study was

167, resulting in a normed chi-square value ( $X^2 / df$ ) of 6.447, according to Table 7. The

standard Chi-square ( $X^2 / df$ ) value exceeds 3.00. It means that the structural model closely matches the empirical data. The research model is compatible with empirical data, as shown by the GFI value of 0.886 for the structural model. The AMOS structural model only adequately explained 88.6% of the available data. The structural model's CFI index conforms to its empirical data relatively well. The value of the CFI index is 0.893, which is less than 0.9. The structural model provides a very good representation of the actual data, as indicated by the basic model goodness of fit index score. However, the research hypothesis test is analyzed using the value of the standardized regression weight found in the research test findings.

## HYPOTHESIS TEST RESULTS

Hypothesis testing conducted to determine the causal relationships between constructs hypothesized in this study. The hypothesis is tested by examining the critical ratio value (CR). Critical values that often used in general are  $\pm 2.58$  (0.01 significance level) and  $\pm 1.96$  with a response significance level of 0.05 (Hair et al., 2010). The estimated value and critical ratio of the structural model's constructs are shown in Table 8. Also, the CR was 1.96, and the significance level was 0.05. We can infer a significant causal relationship between the two variables if the CR is more than 1.96. If the CR value is positive or negative, it means that there is a proportionate (or inverse proportional) relationship between the constructions being studied.

**Table 8:** Estimated Value and Significance of Inter-structural Relations

Inter-structural Relations	Estimated Value		Significance	
	Estimated Value	Standardized Regression Weights	*C.R	p-value
	<b>Leadership Support---&gt; Communication Effectiveness</b>	<b>0.349</b>	<b>0.381</b>	<b>4.511</b>
<b>Leadership Support---&gt; Psychological Empowerment</b>	<b>0.211</b>	<b>0.205</b>	<b>2.210</b>	<b>0,027</b>
<b>Communication Effectiveness ---&gt; Psychological Empowerment</b>	0,093	0,083	9,402	0,372

Leadership support, according to Table 8, has a significant impact on communication effectiveness. The estimated regression value of 0.381, the critical ratio value of 4.511, and the p-value of 0.001 are the results of the Hypothesis 1 test ( $p < 0.05$ ). Hypothesis 0 ( $H_0$ ), which states that motivation has no effect on career success, is rejected because the test results for Hypothesis 1 show a significant influence between constructs. While statistical tests support hypothesis 1 ( $H_1$ ), which states that leadership support improves communication effectiveness. Table 5.8 shows that leadership support has a significant impact on employees' psychological reinforcement construct. Leadership support and

employee psychological reinforcement were shown to have a positive and significant link, with a regression estimated value of 0.205, critical ratio value of 2.210, and p-value of 0.027 ( $p < 0.05$ ). Support for  $H_2$  indicates that a favorable relationship exists between leadership encouragement and worker feelings of autonomy.

For hypothesis 3, the estimated regression value was 0.104, with a critical ratio of 0.893 and a probability value of 0.372 ( $p > 0.05$ ). Since no significant relationship was seen in the data while testing Hypothesis 3, the null hypothesis ( $H_0$ ) that motivation plays no role in occupational performance was accepted. While

hypothesis 3 (H3), which states that communication effectiveness has a positive effect on employee psychological empowerment, is not supported in this study. The effectiveness of communication as a mediator of the relationship between leadership support and psychological empowerment is not proven in this study, according to Hypothesis 4 test (H4). It is due to the lack of an indirect relationship between leadership support structures and communication effectiveness on employee psychological reinforcement.

### CONCLUSION

This study aims to examine the influence of leadership support, communication effectiveness, and psychological reinforcement of employees. In this study, the results of the statistical test show that the construct that can increase the psychological empowerment of SOE employees is the leadership support variable. In contrast, the effectiveness of communication can not affect the psychological empowerment of employees. The test results also indicate that leadership support can improve the effectiveness of communication within the organization. Hypothesis test results indicate that the variable communication effectiveness does not play a role as a mediator between the relationship of leadership support and psychological empowerment of employees. From the results of the study, it can conclude that:

1. Leadership support significantly influences the psychological empowerment of SOE employees.
2. Leadership support significantly influences the effectiveness of communication from SOE employees.
3. The effectiveness of communication does not significantly influence the psychological empowerment of employees.

### RESEARCH SUGGESTIONS

Based on the results of the research that has done and the limitations of this study, researchers provide suggestions that expected to provide better research opportunities in the future. The suggestions proposed in this study are as follows:

1. Based on the results of the research conducted, future studies expected to correctly use each of the dimensions of the psychological empowerment variable.
2. Future studies expected to use the experimental method. This can happen because the method is more powerful in explaining causal relationships between constructs.

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