Employee motivation is the most effective when management has set clear obtainable goals and defined specific accountability standards. The success of employee empowerment relies on the ability of management to provide resources such as time and money; to provide support by way of legitimacy; and to provide relevant and factual information so employees can make educated decisions. Training employees to take responsibility and make sound decisions that are supported by upper management as well as lower level managers are other areas that are important to the success of empowerment and motivation programmes. Employees benefit from motivation because they have more responsibility in their jobs. Employee motivation increases the level of employee involvement and therefore creates a deeper sense of satisfaction and higher levels of motivation.

What motivates people to invest work effort beyond what is normally required is of immense interest to employers and business researchers alike. Today’s uncertain and turbulent business environment brought about by the current global economic crisis makes it even more critical for employers to find ways of gaining full potential from their employees (Sheedy, 2009). Thus, understanding what motivates employees to work at or near their peak level is a critical issue for business and society.

Discretionary work effort is the dependent variable of interest in this thesis. The central research question addressed by my research is “what monetary and non-monetary work environment characteristics motivate employees to expend
discretionary work effort” Understanding why some employees expend more or less
discretionary work effort than others is an important issue for researchers and
practitioners as it has implications for the efficiency and effectiveness of
organisations and the economy. This question has interested behavioural scientists
including economists and organisational behaviourists for many years. Despite this
common interest, the theories and concepts developed and the empirical approaches
taken to investigate this phenomenon have differed greatly.

The review of literature has its own importance and helps the investigator in drawing
inferences about population from which the sample is drawn. Before going into the
real phase of the research, it is thought essential to study the whole literature
including research findings related to variable in the study being conducted.
The important purpose of the review of related studies and literature is build up in
the context and background of the research as well as to provide the basis for
mutation of the hypothesis. By reviewing the literature, the research can avoid
duplicating well established findings. It helps the researcher in making problems
precise, researchable and meaningful.
The review of related studies and evaluating reports of the relevant researches and
articles, research abstracts, published journals and encyclopaedias. The investigator
needs to acquire update information about what has been thought and done in a
particular area. The researcher draws maximum benefits from the previous
investigations, utilizes the previous findings, takes many hints from the design and
procedure of the previous researches and formulates an outline for future researches.
As far as this study is concerned the researcher made a survey of related literature. It
was found that several studies had been conducted taking different aspects of job
satisfaction in India and abroad. It is prudent to say that no study has been conducted as similar to the present study.

One challenge in undertaking a multi-disciplinary investigation of any phenomenon is the variation in terminology used for what are essentially the same or very similar concepts in the different literatures. Therefore, in this review of the literature across these disciplines, researcher acknowledges such differences and then identifies a representative term that will proceed to be used throughout the remainder of the thesis.

Employee empowerment one of the new terms of management that has gained importance thanks to global change and competition is called employee empowerment. It can be explained as a process of increasing people’s right and will to decide and develop them by empowerment, help, share, train and cooperation (Koçel, 2011:409). Power means authority in traditional use (Çavuş and Akgemci: 230-231). Employee empowerment is described as employee’s sharing following four inputs viz information related to organization’s performance, information that will let employee to understand the performance of the organization and contribute to it, rewards that come from organizational performance and the authority of decision making on the direction and performance of the enterprise (Yüksel and Erkutlu, 2003:132).

There are many primary conditions of employee empowerment some of which are (Doğan, 2013: 181):

Attendance: According to employee empowerment understanding, employees want to develop daily working procedures and relations.
Innovation: This understanding encourages innovativeness because employees have the authority of making decisions and creating new ideas while working.

Information Accessibility: Employees’ empowered authorities and willingness to cooperate will be developed under the condition that they are provided with necessary information. Enterprises with this understanding give all required information that is necessary to increase their effectiveness and work to self-managed working groups. So, working group can perform in a structure in which there is an understanding of necessary information is provided. If the management transfers information to its workers, they will take more responsibility and this environment of trust and direct them in creating new ideas.

Responsibility: Employees are empowered to make decisions on topics that they believe to bring profits to the enterprises and take responsibilities of its consequences. The aim of this responsibility is not to punish or evaluate them in the short term. Instead, the aim is to create the environment in which employees behave responsibly to each other, work on shared aims and do their best.

Employee motivation is the most effective when management has set clear obtainable goals and defined specific accountability standards. The success of employee empowerment relies on the ability of management to provide resources such as time and money; to provide support by way of legitimacy; and to provide relevant and factual information so employees can make educated decisions. Training employees to take responsibility and make sound decisions that are supported by upper management as well as lower level managers are other areas that are important to the success of empowerment and motivation programmes.

Employees benefit from motivation because they have more responsibility in their
Employee motivation increases the level of employee involvement and therefore creates a deeper sense of satisfaction and higher levels of motivation. This contribution to the literature progresses the development of a “boundaryless science of work motivation” (Locke and Latham, 2004, p.392) and will enable a more consistent approach to the measurement and investigation of discretionary work effort especially across disciplines.

A second contribution of my research is the development of a more comprehensive set of perks and irks than previously explicated in the literature and the development of measures for these two constructs. Although the terms ‘perks’ and ‘irks’ were previously used by Douglas and Shepherd (2005), these researchers provided only limited insight to what constitutes perks and irks as this was not a focus of their research. These authors identified autonomy as a perk and risk exposure and work effort required as irks. All other perks and irks were lumped together as “other working conditions”. Furthermore, as they used conjoint analysis in their study, these researchers did not develop any measures for the perks and irks constructs.

Yasothai et al. (2015) states employee empowerment constructs vital impact on employee satisfaction. Since empowerment improves employees’ motivation, job satisfaction and dedication to their work and organization, these activities influence fewer job switching and enhanced employee retention rates, consequently decrease employee turnover expenses (Wagner, Herter 2006). Thus, it can be said that employee empowerment has profound contribution to make employees satisfied, and on the basis of the above evidences, the hypothesis had been developed.

The research significantly extends this prior work by further unpacking what comprises these “other working conditions” to identify a more comprehensive set of
non-monetary work environment characteristics that constitute perks and irks and by
developing measures of these factors. In my research, the motivational effect of
these constructs is then considered within the context of a person’s discretionary
work effort decision which is a different application to that investigated by Douglas
and Shepherd (2005).

Parasuraman et al. (1988) developed a model namely service quality model that
consist of five dimensions: tangibles, reliability, responsiveness, assurance and
empathy. Tangibles refer to the appearances of physical facilities, personnel,
equipment and communication materials (Kotler, Keller 2012). Reliability indicates
the ability of employees to perform consistently and accurately (Zeithaml et al.
2006). Responsiveness is the willingness to assist customers and offer quick service
(Kotler, Keller 2012). Assurance is the realization and courtesy of workers and their
capability to express confidence and trust (Kotler, Keller 2012). Empathy refers to
caring and individualized attention to customers (Kotler, Keller 2012: 374).

Positive attitudes between individuals and enterprises can be develop only by a
successful management and employee empowerment applications. In this context, a
study has been conducted on the effect of employee empowerment on organizational
creativity and innovativeness. First literature review is given on employee
empowerment, creativity and innovativeness. Employee empowerment one of the
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responsibly to each other, work on shared aims and do their best. In this way, the management empowers employees to go their own way.

There are many benefits of empowerment applications to the employees and organizations. Thanks to empowerment, employees feel as if they owned their own job, their trust to their organization, personal development and job satisfaction increase. In addition, their motivation, creativity, organizational loyalty and willingness to take over some work and result them increase. Employment decrease work stress and increase hope and optimism (Akın, 2010:225).

Factors that are necessary for a successful employee empowerment can be explained as (Çavuş and Akgemci, 2008: 232):

- Accepting employee empowerment as a philosophy rather than a technique,
- Being open and realistic while evaluating,
- Being important of understanding, knowledge and abilities,
- The necessity of expectations‘ being realistic, • Failure‘s being an opportunity for learning,
- Requiring patience of employee empowerment process.

Organizational Creativity is described as managers‘ or employees‘ of an organization forming new ideas on products, services and procedures (Özdaşlı, 2010: 95). Organizational creativity is creating new useful productions, services, ideas or procedures in a complex social system. Creative thinking is supposed to develop as competition develops. Doing the same things in a better way isn‘t accepted anymore; much more than this is required. Business life requires creative thinking in strategic level and especially in front lines where competition takes place. It is a step that is needed to be able to adapt competition based conditions of
modern business life. Creativity is the skill of thinking and doing new things (Bedük, 2012: 262). It means producing new, beneficial, original and useful ideas which generate the initial part of innovativeness. In other words, it is creating and developing new, useful and different products and services by using the information that individuals within the organization have (İraz, 2010: 17).

As creativity is the basis of innovativeness potential of organizations, it also provides long-life to them (Derin, 2011: 210). Creativity is a quality element that is shaped by conditions of the social structure in which people live. Working conditions, values, relations, authority connections all of which form the structure of social play an active role in people’s creativity (Cengiz, et al, 2007: 102).

Organizational creativity can be described as producing a new thing and idea or thought (İraz, 2010: 49). According to Cengiz et al (2007: 103), features that are required to be a creative organization are as follows:

1. Creative organizations have thinking people. Their communication channels are open. They can activate their suggestion and thinking systems without bringing an extra responsibility. They support forming relations with outer resources.

2. Such organizations employ people with different personalities. They differentiate those who are not experts in problem solving. They let workers to use unusual methods.

3. Creative organizations have an objective point of view. They evaluate thought according to their values rather than status. They do election and promotion only by qualification.
4. Such organizations invest on basic research and create flexible and longterm plans. They don't judge new thoughts without analysis or research. They accept that change will happen in every subject.

5. These organizations have self-management. They provide time and money to clear up mistakes. They welcome and tolerate risks and expect their employees to take risks.

6. Creative organizations are autonomous and independent. They involve genuine and different aims inside themselves.

The benefits of developing creativity are not only seen on organization level but also in technology as it enables inventions (Akın, 2010: 214). Innovativeness Innovation is derived from Latin word — innovane which means doing a new and different thing. (Erdem et al, 2011: 82). Today, innovativeness is seen as precondition of long-term efficiency, quality and flexibility and stands as the basis for sustainable organization success (Öğüt et al, 2007: 164). Innovation can be described as a new idea, application or object that is newly accepted by an individual or another application unit (Tekin et al, 2007: 137). Innovation is systematically ascertaining changes that have occurred in tradition, values, technology and science and seeing them as opportunities. Innovation depends on sharing different kinds of information and turning that information into new products, services, procedures and systems (İraz, 2010: 79). Researchers that have studied innovation management put forward some criteria depending on their in-firm experiences. Some of them are: (Yeşil et al, 2010: 86):

A final area in which the research extends the literature is in public sector motivation. Public sector motivation has attracted considerably less research interest
than private sector motivation. In particular, there has been little systematic empirical research into what work behaviours public sector employees perceive as discretionary and what work environment characteristics affect these. Most prior public sector motivational research has focussed on individual dispositional and context-related attitudinal characteristics rather than work environment characteristics as determinants of discretionary work effort. Thus, the research addresses three main gaps in this literature. It identifies how public sector employees perceive discretionary work effort and shows that it is perceived in a manner that is consistent with the theoretical conceptualisation of discretionary work effort that I proposed in my redefinition of this construct. In addition, it establishes that existing measures of the facets of discretionary work effort, which were developed from research in the private sector, exhibit good validity in a public sector context. Furthermore, it reveals that non-monetary work environment characteristics are important factors associated with discretionary work effort by public sector employees.

Anil Kumar Hagargi (2011), Retention has become key tool for success but retention has become a tough job for the sector as attrition is on the rise due to various reasons. Employer should concern the people and provide flexible shift and weekend off so that employees will feel comfortable & the next day they will be able to spend some time with their family. Retention has become a key challenge for the corporates. With the help of retention the company can save investment on recruitment and can turn it as cost effectiveness. As the sector is open and people has various choice to work therefore attrition is on the rise & to minimize it, the sector should plan the career path of people and provide them rewards and
promotions on time and keep them satisfied so that employees should not think about alternative employer.

Arvinder Kaur & Shivani Gupta (2012), Women employees constitute about one-third of the total workforce in Corporates in India. Though there is major economic contribution of women to the BPO industry, yet several challenges and problems faced by the women employees still remain to be addressed. The women employees are satisfied with the safety and security measures. They are quite satisfied with the infrastructure, supervision, employee-employer relationships. They are not satisfied with the salary, perks, requisites and promotion prospects. They are also not satisfied with the grievance redressal system. But the employers are continuously making efforts to provide the safe and secure work environment to women employees. The efforts are in accordance with various laws and legislations enacted in Indian for security, protection and equality at work. Still there are certain expectations which need to be looked upon and the congenial work environment and culture should be provided to women employees. The woman is a creator and now she has adopted the role of earner for the family. The society & family support is must for boosting their spirits and equal treatment at work place is equally important for them to achieve success. Employee satisfaction and retention is major challenge in these days and employers shall concentrate primarily on satisfaction of the employees.

Brown and Harvey (2006) define employee empowerment as a process of giving staffs or employees the authority or power to make decisions about their own job (p. 267). According to Gill (2011), employee empowerment refers to the meaningful job of employees, their feelings of competence, autonomy, and contribution to the decisionmaking or applications of leadership (p. 233). The employee empowerment
concept actually certifies the employees with necessary power to employ plan and judgment in their work, participate in their work related decision-making, and authorizes them to respond quickly to the needs and concerns of the customers (Durai 2010: 432). Blanchard et al. argues (in Ongori 2009) that empowerment refers not only to have power or authority to make decision and act, but also to have higher level of responsibility and accountability. Demirci and Erbas (2010) calls employee empowerment a unique style of management where managers confer about various work related issues and activities with the employees of the organization. Randolph (1995) perhaps offers the simplest definition of employee empowerment, and views employee empowerment as a process of transferring power from the employer to the employees. This transformation of power benefits organizations in many forms.

Galperin and Burke (2006) contended that employees who are involved in and enjoy their work more are more likely to engage in innovative and challenging work behaviours that benefit the organisation. These authors found a modest but significant relationship between workaholism and constructive deviance which they defined as voluntary non conforming behaviour like innovation that enhances overall organisational wellbeing. While they did not directly investigate the effect of job characteristics on constructive deviance, they theoretically linked the workaholism characteristics of work involvement and enjoyment to employee need for achievement and control.

Kanai and Wakabayashi (2001) contended that workaholism is less likely amongst blue collar workers than white collar workers because the work environment of blue collar employees is more structured and controlled, and thereby provides less
autonomy and responsibility. In current entrepreneurship literature it is argued that foremost amongst the working conditions is the ability to satisfy a thirst for independence, or a desire to ‘be one’s own bosses through high levels of autonomy (Barringer & Ireland, 2006; Shane, 2003).

Prakash and Chowdhury 2004 Attrition in the industry is twofold. One part of the attrition is where the employee leaves the industry entirely. The other section of attrition is where the employee joins another firm in the industry. Both the sections have separate reasons which need to be identified. The primary reason for people leaving the industry is due to the cause that the industry is viewed as a gap filler occupation. There seems to be a flaw in the way the industry is structured. The industry has been mainly dependent on youth who take out time to work, make money in the process while thinking of career alternatives.

Widmier and Silvestro absorbed (in Timothy, Abubaker 2013) two fundamental disputes for managing people: (a) the employees should be supervised carefully and supported with corrective actions where necessary, and (b) the employees should be given responsibility for regulating their own activities, which can be termed as employee empowerment. Empowerment does not mean power itself; it is simply a process by which power is only imparted for a drive or to an end. The key to empowerment is the delegation of authority in lower levels and engaging all employees in decision-making, which leads to improve the sense of pride, self-esteem and responsibility of the employees (Brown, Harvey 2006: 267). Employee engagement in management assists in increasing the quality, efficiency and organizational competitiveness (Durai 2010: 421).
Herzberg (2003) was perhaps the first researcher to draw attention to the motivating role of job content. He maintained that job characteristics can provide stimuli that enable the employee to experience psychological growth. The importance of job content as a determinant of discretionary work effort is supported by the ‘needs theories’ of work motivation and by the job content model that built on Herzberg’s work.

According to the needs theories, challenging, interesting and meaningful work allows employees to attain higher order needs such as self-esteem and self-actualisation. In view of Bedeian (Farhad et al, 2011) it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is the concluding product of interface among personality behavior and organizational distinctiveness (IRCO). It symbolizes those psychological procedures that foundations the stimulation, route and determination of deliberate actions that are target oriented.

Also motivation is a progression of moving and supporting goal-directed behavior (Chowdhury.M.S, 2007). It is an internal strength that drives individuals to pull off personal and organizational goals (Reena et al, 2009).

Motivation is a set of courses concerned with a kid of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah et al, 2010). According to Barron, it is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions (Rizwan et al, 2010).

In addition to the effect of job characteristics on work motivation and discretionary work effort generally, there is evidence that job characteristics are related to specific
facets of discretionary work effort. For example, Bolino and Turnley (2003) contended that when employees are given interesting and meaningful work they become more involved with their job and so are more likely to engage in ERB, which taps the direction facet of discretionary work effort.

In a review and meta-analysis of ERB research, Podsakoff and colleagues (Podsakoff et al., 2000) noted that while job characteristics had not been emphasised as an antecedent of ERB, in those studies where it was examined it was consistently related to a wide variety of ERBs. Specifically, task feedback, task variety and intrinsically satisfying tasks (i.e. task characteristics with the capacity to stimulate job involvement and job satisfaction) were positively related to ERB (Podsakoff et al., 2000).

Employee Motivation Among financial, economic and human resources, the latest is more essential and has the capability to endow a company with competitive edge as compared to others (Rizwan et al., 2010). Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, Training and development, job security, Organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction.

Similarly, in an extensive review of research on ERB, Organ et al. (2006) noted that no studies had investigated the individual effects of task autonomy, significance or
identity on ERB, but these job content model (JCM) factors had been examined in combination with other job characteristics with motivating potential.

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empowerment a unique style of management where managers confer about various work related issues and activities with the employees of the organization.

This research has included studies on proactive behaviour and personal initiative as well (Chiaburu & Baker, 2006; Ohly et al., 2006; Parker et al., 2006; Warr & Fay, 2001). Thus, there is considerable theoretical and empirical evidence in the OB literature attesting to the positive effect of job characteristics on the direction of discretionary work effort. Similarly, in the entrepreneurship literature, the willingness of entrepreneurs to work long hours and to work hard, regardless of the typically distant prospects of monetary gains has been explained in terms of the specific working conditions associated with self-employment. In current entrepreneurship literature it is argued that foremost amongst the working conditions is the ability to satisfy a thirst for independence, or a desire to ‘be one’s own boss’ through high levels of autonomy (Barringer & Ireland, 2006; Shane, 2003).

These include non-monetary rewards like autonomy, achievement, recognition, and pride. This depiction of the entrepreneur has been extended to employees working within organisations who are labelled as corporate entrepreneurs or intrapreneurs. Here, it is contended that entrepreneurial behaviour by employees can be promoted by providing employees with job autonomy, amongst other things (Hornsby et al. 2002).

Correspondingly, in the workaholism literature, the high commitment of discretionary work time and intensity by workaholics has been related to opportunities for self-development, achievement, autonomy, use of skills and intrinsic motivation (Buelens & Poelmans, 2004; Kanai & Wakabayashi, 2001; McMillan, Brady, O'Driscoll, & Marsh, 2002; Mudrack & Naughton, 2001; Peiperl
& Jones, 2001). Much of this research, however, has indirectly assessed job characteristics by investigating the relationship between needs for achievement and control that can be met through jobs that provide challenge and autonomy, and the excessive work effort of workaholics. Mudrack and Naughton (2001) found the tendency for MBA students to perform non-required work was significantly correlated with needs for achievement and autonomy. Further, Peiperl and Jones (2001) reported that employee perceptions of excessive levels of discretionary work effort were positively correlated with satisfaction with opportunities to use their skills.

Galperin and Burke (2006) contended that employees who are involved in and enjoy their work more are more likely to engage in innovative and challenging work behaviours that benefit the organisation. These authors found a modest but significant relationship between workaholism and constructive deviance which they defined as voluntary non conforming behaviour like innovation that enhances overall organisational wellbeing. While they did not directly investigate the effect of job characteristics on constructive deviance, they theoretically linked the workaholism characteristics of work involvement and enjoyment to employee need for achievement and control. Kanai and Wakabayashi (2001) contended that workaholism is less likely amongst blue collar workers than white collar workers because the work environment of blue collar employees is more structured and controlled, and thereby provides less autonomy and responsibility.

The role of job characteristics in affecting discretionary work effort has also been considered, albeit to a limited degree, in the economics literature. These related to discretionary work time and intensity. Goldsmith, Vaum and Darity (2000), for
example, reported a high level of challenge and autonomy as found in management professional and craft positions were positively related to discretionary work intensity. Drago (2001) investigated how task variety, task identity, use of skills and abilities, and challenge as positive working conditions related to the level of discretionary work effort that he operationalised using single item measures of discretionary work time and intensity. This author reported that task variety was positively correlated with discretionary work time while the use of skills and abilities was negatively correlated with discretionary work time. Although he explained the negative relationship for skill use in terms of more highly skilled employees being in a superior labour market position and so having less fear of job loss if caught shirking, this outcome might also be attributed to the quality of the measure used. Task identity was positively correlated with discretionary work intensity although this relationship disappeared when controlling for personal and work situation characteristics.

Nonetheless, these two studies provide some evidence of job characteristics being related to the time and intensity facets of discretionary work effort that is largely consistent with the workaholism research.

While the empirical studies from these different disciplines focussed on different facets of discretionary work effort and investigated a range of job characteristics, jointly they provide broad theoretical and empirical support for positive job characteristics being positively related to discretionary work effort. Challenge, autonomy, and interesting and meaningful work appear to be common job characteristics that have been examined across these disciplines and seem to be most
consistently related to discretionary work effort. As such, it is anticipated that these key job characteristics will be perceived as a category of perks.

Employee motivation is the most effective when management has set clear obtainable goals and defined specific accountability standards. The success of employee empowerment relies on the ability of management to provide resources such as time and money; to provide support by way of legitimacy; and to provide relevant and factual information so employees can make educated decisions. Training employees to take responsibility and make sound decisions that are supported by upper management as well as lower level managers are other areas that are important to the success of empowerment and motivation programmes.

Employees benefit from motivation because they have more responsibility in their jobs. Employee motivation increases the level of employee involvement and therefore creates a deeper sense of satisfaction and higher levels of motivation.

In the literature reviewed, only a few systematic investigations on the influence of a positive organisational culture or positive cultural values on discretionary work effort were found. In a review of research on proactive behaviour which is part of the direction facet of discretionary work effort, Crant (2000) developed an integrated model of antecedents of proactive behaviours in which he identified organisational culture and norms as a common variable. Most empirical studies, however, have examined the effect of specific types of organisational culture or a limited set of organisational values on a particular facet of discretionary work effort.

In view of Bedeian (Farhad et al, 2011) it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is
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Organizational Effectiveness: Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and
getting desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate (Muhammad, et al, 2011). It plays an important role in accelerating organizational development (Bulent et al, 2009). It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Matthew et al, 2005). Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/or society (Mary et al, 1996). It is the maximum combined utility of the primary constituents (Matthew et al, 2005).

Positive attitudes between individuals and enterprises can be develop only by a successful management and employee empowerment applications. In this context, a study has been conducted on the effect of employee empowerment on organizational creativity and innovativeness. First literature review is given on employee empowerment, creativity and innovativeness. Employee empowerment one of the new terms of management that has gained importance thanks to global change and competition is called employee empowerment. It can be explained as a process of increasing people's right and will to decide and develop them by empowerment, help, share, train and cooperation (Koçel, 2011:409). Power means authority in traditional use (Çavuş and Akgemci: 230-231). Employee empowerment is described as employee's sharing following four input: information related to organization's performance, information that will let employee to understand the performance of the organization and contribute to it, rewards that come from organizational performance and the authority of decision making on the direction

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Benefits of Employee Empowerment

There are many benefits of empowerment applications to the employees and organizations. Thanks to empowerment, employees feel as if they owned their own job, their trust to their organization, personal development and job satisfaction increase. In addition, their motivation, creativity, organizational loyalty
and willingness to take over some work and result them increase. Employment decrease work stress and increase hope and optimism (Akın, 2010:225). Factors that are necessary for a successful employee empowerment can be explained as (Çavuş and Akgemci,2008: 232): • Accepting employee empowerment as a philosophy rather than a technique, • Being open and realistic while evaluating, • Being important of understanding, knowledge and abilities, • The necessity of expectations’ being realistic, • Failure’s being an opportunity for learning, • Requiring patience of employee empowerment process, Organizational creativity Creativity is described as managers‘ or employees‘ of an organization forming new ideas on products, services and procedures (Özdaşlı, 2010: 95). Organizational creativity is creating new useful productions, services, ideas or procedures in a complex social system (Woodman, et al, 1993: 293). Creative thinking is supposed to develop as competition develops. Doing the same things in a better way isn’t accepted anymore; much more than this is required. Business life requires creative thinking in strategic level and especially in front lines where competition take place. It is a step that is needed to be able to adapt competition based conditions of modern business life (Bentley, 1999: 28). Creativity is the skill of thinking and doing new things (Bedük, 2012: 262). It means producing new, beneficial, original and useful ideas which generate the initial part of innovativeness. In other words, it is creating and developing new, useful and different products and services by using the information that individuals within the organization have (Iraz, 2010: 17). As creativity is the basis of innovativeness potential of organizations, it also provides long-life to them (Derin, 2011: 210). Creativity is a quality element that is shaped by conditions of the social structure in which people live. Working conditions, values,
relations, authority connections all of which form the structure of social play an active role in Organizational creativity can be described as producing a new thing and idea or thought (İraz, 2010: 49). According to Cengiz et al (2007: 103), features that are required to be a creative organization are as follows: 1. Creative organizations have thinking people. Their communication channels are open. They can activate their suggestion and thinking systems without bringing an extra responsibility. They support forming relations with outer resources. 2. Such organizations employ people with different personalities. They differentiate those who are not experts in problem solving. They let workers to use unusual methods. 3. Creative organizations have an objective point of view. They evaluate thought according to their values rather than status. They do election and promotion only by qualification. 4. Such organizations invest on basic research and create flexible and longterm plans. They don’t judge new thoughts without analysis or research. They accept that change will happen in every subject. 5. These organizations have self-management. They provide time and money to clear up mistakes. They welcome and tolerate risks and expect their employees to take risks. 6. Creative organizations are autonomous and independent. They involve genuine and different aims inside themselves. The benefits of developing creativity are not only seen on organization level but also in technology as it enables inventions (Akın, 2010: 214).

Innovativeness Innovation is derived from Latin word —innovane‖ which means doing a new and different thing. (Erdem et al, 2011: 82). Today, innovativeness is seen as precondition of long-term efficiency, quality and flexibility and stands as the basis for sustainable organization success (Öğüt et al, 2007: 164). Innovation can be described as a new idea, application or object that is newly accepted by an individual
or another application unit (Tekin et al, 2007: 137). Innovation is systematically ascertaining changes that have occurred in tradition, values, technology and science and seeing them as opportunities. Innovation depends on sharing different kinds of information and turning that information into new products, services, procedures and systems (İraz, 2010: 79). Researchers that have studied innovation management put forward some criteria depending on their in-firm experiences. Some of them are: (Yeşil et al, 2010: 86):

• Fearing of Innovation: Enterprises that have strict hierarchy show resistance to change. They don’t understand that the change will be beneficial to them and keep away from it due to risks. • Financial Problems: Brilliant ideas and their transform to products and services causes some costs. Strategic decisions are to be made in order those costs to be directed to right projects and technologies. If this skill is missing, consultancy is needed. • Lack of Information: Most of the enterprise managers have visions and open to change. However, the problem is not knowing from where to start. Enterprise managers can overcome this problem by staff transfer or consultancy. • Bureaucracy: Many factors such as meetings, reports, documentation may block innovativeness. Big enterprises should be more flexible and less bureaucratic like small ones. • Leadership Problem: Transferring innovation to the enterprise, managing it and being an example to managers and employees depend on leaders’ abilities. A good leader is the one that can transfer innovativeness element into organization culture. • Not Sharing Information: There are many factors such as employees that have been working for a long while, employees who convince themselves that their status are related to their information and insincerity which harm information share. These problems can be solved by supporting cooperation
and collaboration and making them systematic. • Lack of Support Systems: Employees want to be rewarded, recognized and make a name. Both sides benefit when they are supported in these points. • Not Starting the Change from the Bottom: First, the target should be set, then strategies required to reach that point should be put forth. • Not Giving Freedom to Employees: It is important to give employees time for out of work activities. It can be provided to turn out of work times as new ideas, products and services with such a system. • Ignoring Customer Ideas: Customers’ ideas that continuously signal their preferences and expectations should be taken into consideration all the time.

According to Grönroos (2001: 347–348), employee empowerment ensures more direct and quicker response to customer requirements, assists in service recovery and makes the employees satisfied. Researchers explain employee empowerment from different viewpoint. Ghosh (2013) argues employee empowerment emerges from four different perspectives: social, psychological, growth and organizational. Kahreh et al. (2011) describes employee empowerment from psychological and employment climate perspectives. Bekker and Crous (1998) state three perspectives of employee empowerment namely organizational, individual, and training and development. According to Lee and Koh (2001), and Zeglat et al. (2014), psychological and structural/ relational empowerments are the most common forms of employee empowerment. Scott and Jaffe (1992) claim individual perspective (subjective dimension) of empowerment should be emphasized, in which the aspects include motivation, commitment, locus of control and authority. Demirci and Erbas (2010) reason that empowerment is formulated (Fig. 1) by the combination of four components: power, information, knowledge and rewards. Power refers to the ability
of getting things completed (Kanter 1993: 166). Power is concerned with the autonomy, delegation and authority given to the employees. Information encompasses the employees’ access to the data related to the organizational objectives and strategy, and active engagement in the process of decision-making (Vacharakiat 2008). Information also includes clarification of individual role and feedback obtained from manager, subordinates and peers. Sharing of knowledge is a group process where employees share relevant information, knowledge and ideas regarding their work (Yasothai et al. 2015). Reward indicates the monetary or non-monetary benefits that an employee receives, which is considered an effective tool to increase employee motivation (Yasothai et al. 2015).

Thomas and Velthouse (1990), and Spreitzer (1995) pay much attention on the psychological empowerment. Psychological empowerment refers to a set of motivational consciousness constituted by work setting, and reflects the active orientation of an employee to his or her job role (Spreitzer 1995). Psychological empowerment is the extended motivation of intrinsic task constructed on the basis of four perceptions: meaning, competence, self-determination and impact that reflect the orientation of an individual to his work activities (Thomas, Velthouse 1990). Meaning refers to the internal interest of an individual in the job or task that needs to be valued, relevant and ideal with individual standards (Thomas, Velthouse 1990). Competence, also known as self-efficacy, is the individual belief or confidence about his or her capability of doing certain tasks (Spreitzer 1995; Salajegheh, Pirmoradi 2014). Self-determination is the deliberate and voluntary involvement of employees in the task process, and perceived freedom in making their work-related decision (Spreitzer 1995), which creates sense of ownership and responsibility
among employees about their undertakings (Little 2007). Impact indicates the extent of influence of an employee on end results in the organizational work mechanism (Vacharakiat 2008). Employee satisfaction, also known as job satisfaction, is a positive emotional state that demonstrates the perceived relationship between the expectation of an employee from his job and his perceived offerings of the job (Locke 1976). Service is an act or representation that one party ushered to another, basically intangible and does not result in the ownership of anything, and its production may or may not be related to a physical product (Kotler, Keller 2012). Service quality refers to the result from customer judgments between their desired service and their perceptions about the service (Oliver 1977). In another word, service quality is the perceived quality as a mode of attitude in which the customers shape a long-run assessment (Parasuraman et al. 1988; Cronin, Taylor 1992; Grönroos 2001; Looy et al. 2003). Parasuraman et al. (1988) developed a model namely service quality model that consist of five dimensions: tangibles, reliability, responsiveness, assurance and empathy. Tangibles refer to the appearances of physical facilities, personnel, equipment and communication materials (Kotler, Keller 2012). Reliability indicates the ability of employees to perform consistently and accurately (Zeithaml et al. 2006). Responsiveness is the willingness to assist customers and offer quick service (Kotler, Keller 2012). Assurance is the realization and courtesy of workers and their capability to express confidence and trust (Kotler, Keller 2012). Empathy refers to caring and individualized attention to customers (Kotler, Keller 2012: 374). Number of studies (Thomas, Tymon 1994; Ugboro, Obeng 2000) revealed significant relationship between employee empowerment and employee satisfaction.
Klagge (1998) advocates employee empowerment benefits both the employees and the organization. Some researchers (Ugboro, Obeng 2000; Bailey 2009: 1; GanjiNia et al. 2013) argue that employee empowerment is one of the most effective techniques to improve employee satisfaction, morale and motivation of the employee. Thomas and Tymon (1994) reason that empowerment manifests higher degree of job satisfaction. Yasothai et al. (2015) states employee empowerment constructs vital impact on employee satisfaction. Since empowerment improves employees’ motivation, job satisfaction and dedication to their work and organization, these activities influence fewer job switching and enhanced employee retention rates, consequently decrease employee turnover expenses (Wagner, Herter 2006). Thus, it can be said that employee empowerment has profound contribution to make employees satisfied, and on the basis of the above evidences, the following hypothesis has been developed.

Efforts and applications on increasing creativity and innovativeness in enterprises have been dealt widely lately. Such applications have gained much importance in a world where information is accepted as the most important input and enterprises welcome competition. Another element that can be an advantage in competition is the human resource which they have. Today's successful enterprises are those that they use it effectively and efficiently. This resource will perform best when it sees itself as a part of the enterprise and develop loyalty, and this is very difficult for enterprises.

Also over a period of time our economy has changed from an industrial economy into a knowledge economy (Drucker, 1993). During this period a lot has changed, the focus has shifted away from the manual worker to the knowledge worker. In his
book „The future of work”, Malone (2004) states that we are in a revolution. In the past it was accepted that people could exercise power over others in society, and this was also common practice within companies. In the current revolution mentioned by Malone, personal desires are more important. For example the knowledge workers attach great importance to personal desires like flexibility, freedom, creativity and motivation. According to Davenport (2005) knowledge workers are characterized by their need for a certain degree of autonomy in their work and their unwillingness to share knowledge. This is because their knowledge can be seen as a competitive advantage, something that makes a knowledge worker special and valuable for the organization, which the employee would want to protect. However his unwillingness to share knowledge also can be caused by a lack of trust. In both cases this leads to a situation in which employees will not share knowledge in the interest of the organization, but will only think of their individual interests. The degree in which employees have an energetic and effective connection with their work activities and see themselves as able to deal completely with the demands of their job is called engagement (Schaufeli et al, 2002).

In present-day knowledge economy it is important to know how to deal with the needs and characteristics of the knowledge worker and his degree of job engagement. A concept that concerns power and preferred autonomy is the concept of empowerment. There is a growing consensus that employee empowerment can be a source of competitive advantage for contemporary organizations (Quinn & Spreitzer, 1999).

The concept of empowerment may play an important role in meeting organizations’ demands. One of the outcomes influenced by empowerment is commitment.
Commitment refers, according to Porter et al. (1974), to the strength of an individual's identification with and involvement in a particular organization. The degree of commitment can positively influence several organizations’ outcomes. However, besides this positive image around the concept of empowerment, is there any chance a company empowers its employees too much?

In general, is there a positive relationship between empowerment and commitment, in which an increase in empowerment causes an increase in commitment, or is there a chance that this relationship might change from a certain degree of empowerment? In other words, is there a risk of losing the employees’ connection with the company because they are allowed too much empowerment? Committing the knowledge workers can be of great importance to keep them focused on the overall goal of the organization so that the knowledge workers will not become too individualistic and to make them more willing to share their knowledge and not behave in a selfish way, which eventually can lead to better overall performance. Prior research has already shown that empowerment and commitment are related, but could there be variables that influence this relationship? For example, what is the role of job engagement in this relationship or the role of trust? During the transition phase of the industrial economy to the knowledge economy, a lot has changed. The focus has shifted away from the manual worker to the knowledge worker.

Today’s society is characterized by individualization and quite some development in information technology. In the past, people lived in communities. Within these communities people shared beliefs, standards and values. Gradually this changed and people became more detached of these communities and consequently more aware of their own interests and desires. Besides, they became more independent in
structuring their life. This trend can be seen in business life as well, in a way that people are more demanding and attach more value to freedom, flexibility and creativity (Malone 2004). Besides this change in society, information technology has developed immensely. This has led to lower communication costs, has ensured fading boundaries and has made the world smaller and larger simultaneously. As to knowledge sharing, these developments make the world smaller, because distance no longer plays an important role, and larger because more knowledge is available. Increased opportunities to share knowledge have also influenced business life.

When information sharing is easier, organizations can operate outside their boundaries. Within organizations information technology plays an important role as well. The revolution in business life dealing with power and control mentioned by Malone (2004) is possible because of information technology development. Employees or knowledge workers have the possibility to share more information in a shorter period of time. Drucker (1993) mentioned the need to pay more attention to knowledge work and knowledge workers influenced by the development of information technology. He also emphasized that the most important contribution of management in the 20th century was the immense fifty-fold increase of the productivity of the manual worker. In the 21st century the most important contribution needs to be a similar increase in productivity of the knowledge worker.

In his book „Thinking for a living“, Davenport (2005) defines knowledge workers as follows: “Knowledge workers have high degrees of expertise, education, or experience, and the primary focus of their jobs involves the creation, distribution, or application of knowledge” (p.10).
This definition still does not make clear the exact characteristics of a knowledge worker and how can be determined if an organization has to do with them. According to Davenport (2005) a knowledge worker can be characterized by six characteristics, listed and summarized underneath.

1. Knowledge workers like autonomy: Knowledge workers are hired for their knowledge and are paid for their expertise, experience and education. As a result, they can be offensive when someone else interferes in his or her area of expertise. However, the knowledge worker does not want his work to be ignored by others and wants to be informed about the broader significance of his task. A certain degree of autonomy is preferred.

2. Specifying the detailed steps and flow of knowledge-intensive processes is less valuable and more difficult than of other types of work: In the first place it is not very useful to analyze process workflows of a knowledge worker, because another knowledge worker could perform the same task in a different way. Moreover, it could be very complex in some cases. Sometimes it is impossible to describe the workflow when the number of variations is too great.

3. You can observe a lot by watching: It is very hard to describe the working processes of a knowledge worker, therefore the technique of observation is often used to get a better insight in the process.

4. Knowledge workers often have good reasons for doing what they do: one needs to take the workers at their word or deed. Knowledge workers have a certain way of working and have their reasons for acting like they do.
5. Commitment matters: It is inconceivable for the knowledge worker to achieve a great performance when he or she is not mentally and emotionally committed to the job. As noted earlier, the knowledge worker prefers a certain degree of autonomy. A perception of fairness and giving the knowledge worker a say can foster his commitment.

6. Knowledge workers value their knowledge, and don’t share it easily: To a knowledge worker, knowledge is his competitive advantage, as something very valuable and distinctive. Knowing this, a knowledge worker is probably not willing to just share his knowledge.

In short, managing knowledge workers with the aim of excellent performance, demands a deliberate approach. Taken into account the preferred autonomy and the required commitment to the job, attempts should be made to keep the knowledge worker within the organization. Besides, the unclear work processes and thereby the need for trust in the employee possibly calls for changes in leadership style. Finally, one needs to deal with the unwillingness of the knowledge worker to share knowledge.

In his book “The Future of Work” Malone (2004) describes the current revolution in business which involves power and control. There are several ways to deal with power and control in an organization and it is important to take into account the present environment. In his book, Malone states that because of the importance of knowledge workers and development in information technology, decentralization in organizations can be expected. Malone defines decentralization as “participation of people in making the decisions that matter to them”.
The concept of decentralization described by Malone is close to another concept that deals with power and control, empowerment. According to Liden & Tewksbury (1995) empowerment is an important construct because it offers the potential to positively influence outcomes that benefit both individuals and organizations. Besides Quinn and Spreitzer (1999) mention that there is a growing consensus that employee empowerment can be a source of competitive advantage for contemporary organizations. The concept of empowerment is defined in a variety of ways, by a number of researchers.

According to Rodwell’s analysis (1996) the concept is widely used in society for several ideologies. In this analysis she describes that the concept of empowerment would appear to be a process of enabling or imparting power transfer from one individual or group to another. This means for example that someone gets the right to make a decision while this right previously belonged to someone else. Spreitzer and Doneson (2005) define the concept with a focus on employees, and deepen the definition of Rodwell (1996) by stating that empowering practices allow employees to decide on their own how they will deal with a problem.

Aside from different definitions of empowerment, the concept is also in several ways divided in literature. Quinn and Spreitzer (1999) discovered two very different perspectives of empowerment during interviews in an organization that had started an empowerment program. The researchers advocate two approaches, a mechanistic approach, referring to a top down process in which empowerment is about delegating decision making within a set of boundaries, and an organic approach implying a bottom up process in which empowerment is seen as a process of risk taking and personal growth.
Spreitzer and Doneson (2005) review three perspectives used by contemporary management scholars and practitioners to understand empowerment. First, the social structural perspective emphasizes the importance of shifting away from organizational policies and structures that foster powerlessness, toward high involvement practices. Second, the psychological perspective refers to a set of psychological conditions necessary for individuals to feel in control of their own destiny and third, the critical perspective argues that feeling empowered is not the same as being empowered. Taking into account these different perspectives, empowering people partly appears to be about implementation and facilitating people and partly about awareness and allowing people time to get used to it. Saying to people they are empowered, is also not the same as feeling empowered.

In their focus on the psychological perspective of empowerment, which takes into account the internal processes of the employee, Thomas and Velthouse (1990) mention four dimensions. Individuals make judgments with respect to various tasks and use them to interpret their working situation. The four dimensions mentioned by Thomas and Velthouse are meaning, competence, self-determination and impact. Meaning is the dimension in which the individual assesses his working activities as meaningful, depending on the degree of fit between work role or goals and personal beliefs, values and behaviors. Impact is about making a difference in one’s working environment and the extent to which outcomes in work can be influenced. Competence refers to the belief of one’s capability to perform work activities, also called self-efficacy, which is comparable to self-esteem. The dimensions impact and competence defer in the way that impact focuses on perceived control in the working
environment and competence focuses on control on one’s work activities (Butts et al., 2009).

Self-determination refers to the sense of autonomy and the degree to which decisions can be made about how to perform the task. According to Stander and Rothman (2009) the four dimensions of psychological empowerment create an overall construct of psychological empowerment. The lack of one of the four dimensions will cause a decrease, but not completely eliminate the overall effect of experienced empowerment. For example, in the case that someone cannot identify his own goals with the ones of the organization, he could feel that he can contribute to the goals and outcomes of the organization to a high degree. In this way, by splitting empowerment into four dimensions, it is possible to examine the origin of a sense of empowerment. Research already showed the influence of empowerment on several outcome variables and in several environments. In a study conducted among staff nurses, empowerment showed increased levels in trust, which in turn had a positive influence on affective commitment. This research also showed an increased work effectiveness (Laschinger et al., 1999). Previous research of Jun et al. (2006) and Spreitzer et al. (1997) showed that empowerment has a significant influence on job satisfaction. The first research showed results in Maquiladoras in Mexico, locations for off shoring manufacturing. And the research of Spreitzer et al. showed results in a manufacturing and a service organization sample.

According to Suliman and Iles (2000), organizational performance is determined for a significant part by the level of organizational commitment. Besides, organizational commitment affects or is related to other outcomes, like employees’ absenteeism (Sagie, 1998) and turnover (Somers, 1995). In literature commitment is defined in
Review of Literature

many ways. Porter et al. (1974) describe commitment as “the strength of an individual's identification with and involvement in a particular organization” (p. 604). Building on this definition, following the article of Allen and Meyer (1990) organization commitment emphasizes the attachment to an employing organization, including its goals and values and thereby define it as a mindset.

This mindset or psychological state concerns the employee’s relationship with the organization. In this article organization commitment is divided in three components; affective commitment, continuance commitment and normative commitment. First, affective commitment refers to the “employees” emotional attachment to, identification with and involvement in, the organization” (p.1) or to the “employees' emotional bond to their organization” (Rhoades et al, 2001, p.825). Secondly, continuance commitment refers to the recognition of costs when leaving the organization. Kanter (1968, p. 504) defines continuance commitment as “profit associated with continued participation and a cost associated with leaving“ and thus the importance and the benefits of remaining within the organization.

According to Meyer and Allen (1990) both components or views cause a decrease in leaving the organization, but affective commitment is about the employee's wish to be part of the organization and wants to stay in the organization and continuance commitment is about the need to stay within the organization. Finally, normative commitment is about the obligation of staying with the organization from a moral point of view. In their article on lifetime commitment, Marsh and Manaari (1977) define this to be a sense of moral duty to stay within the organization, independent of the satisfaction the employee gains by it. Allen and Meyer (1990) use this...
definition for explaining normative commitment. In their concept, there is again a link with turnover, but here it concerns a sense of expectation.

The insights mentioned above about commitment are important, because they show in which ways employees can be committed to the organization. When viewing the meta-analysis conducted by Meyer et al. (2002), we can draw the overall conclusion that the strongest correlations exist between affective commitment and the outcome variables. In this analysis, the three components are examined on turnover and withdrawal cognition, absenteeism, job performance, organizational citizen behavior, and finally stress and work-family conflict. For all these outcomes the correlation with affective commitment is considered the strongest. Work behaviors like attendance, job performance, and organizational citizen behavior have the strongest positive relationship with affective commitment, followed by normative commitment. Continuance commitment is not positively related to these variables, but is unrelated or negatively related to these behaviors.

Apart from the results of this meta-analysis, other research also showed some positive relations: Affective commitment is assumed to be positively related to behaviors that are beneficial to the organization such as performance, attendance, and staying with the organization (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982; Randall, 1990).

When viewing the three above-mentioned components of commitment, we assume that empowerment will especially influence the affective component or the normative component of commitment. The affective component because research already showed a positive relation between empowerment and affective commitment (Laschinger et al., 1999).