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## Measuring direct effects of dimensions of employee empowerment on organizational performance with specific reference to telecommunication industry

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### Abstract

Employee empowerment is an important concept in all the organizations. Because of the fact that it is a critical tool, when it is applied properly, it improves the organizational performance. The present study measures the direct effects of dimensions of employee empowerment on organizational performance in telecommunication Industry in Haryana. This study contains the main dimensions of employee empowerment and the direct effects which affects performance of the employees which in turn affects the performance of the organization as a whole.

The Telecommunication organizations by studying the direct effects of these dimensions on organizational performance can succeed in today's modern competitive environment by improving their performance through adopting strategies that are critical for improving the performance of its employees. These Dimensions are different for each industry. The present study mainly focuses on the direct effects of dimensions of employee empowerment on organizational performance in telecommunication Industry in Haryana which helps in encouraging employees to improve their own performance and organizational performance as a whole.

**Keywords:** Employee empowerment, organizational performance, direct effects of dimensions of employee empowerment, employee performance

### Introduction

Employee Empowerment is defined as the ways in which Firms or Organizations gives their employees freedom to work and control their daily activities. With the help of employee empowerment, the employees feel motivated and as a result, they work hard towards achieving the objectives of the Organization.

There are certain dimensions of employee empowerment which are also called the practices that are adopted for encouraging the employees. If the employees feel motivated, then they will perform to the best of their ability. When the employees perform to the best of their ability, they work very efficiently and effectively. It benefits the organization in various ways and it improves the performance of the organization as a whole.

In this study, we will go through the different dimensions of employee empowerment and their direct effects which are important to be discussed for improving the performance of the organization in Telecommunication Industry.

The human resources are an important part of an organization which play a crucial role in the performance of an organization, thus the present study will prove to be helpful for the organization which want to get succeeded in today's market place.

### Literature review

Kim *et al.* (2017) conducted a study and found that the employees who thought that their schedule was flexible with high LMX quality with their supervisor, the employees feel empowered, and thus, the empowered workers will definitely like to perform excellent at customer services <sup>[1]</sup>.

C.J. Caniëls *et al.* (2017) found that a perceived culture of empowerment is positively related to intrinsic motivation, which as a result, also facilitates employee ambidexterity. The findings revealed that the perceived knowledge-sharing culture does not affect ambidexterity or intrinsic motivation <sup>[2]</sup>.

Dahou & Hacini (2018) described that there are only four factors that are considered a tool to empower employees in Jordanian commercial Banks. These are sharing information, job design, transformational leadership and decision-making<sup>[3]</sup>.

Idris, See & Coughlan (2018) showed that employee empowerment creates a strong and positive effect on the job satisfaction. But between levels of higher and lower category of organizational hierarchy the various differences in employee empowerment and job satisfaction raise tension about the strategic changes. The study suggested that the employees with less than five years of experience were more likely to perceive empowerment and performance positively<sup>[4]</sup>.

Al-Omaria *et al.* (2020) stated that there is a positive impact of empowerment in attaining overall performance and customer satisfaction also. It becomes important for other companies to use empowerment with their applications on all the sections of companies<sup>[5]</sup>.

## Research methodology

### Measurement

The questionnaire method has been used to collect data. The data is collected from six administrative divisions of Haryana like Ambala, Faridabad, Gurugram, Hisar, Rohtak and Karnal which is representing the whole Haryana. The

data is collected from the top and middle level employees of telecommunication companies like BSNL, Airtel, VI and Reliance Jio operating in these districts. Thus, the study is a representative of responses of employees of these companies in Haryana.

The data is evaluated through multiple regression method in which the variable that is dependent is organizational performance and the variables that are independent are the dimensions of organizational performance. The hypothesis is formed and the same is being tested here. The questionnaire involves 5 point Likert scale measures.

### Demographic profile of respondents

The study has been carried out on the basis of primary data collected from 450 respondents (employees of telecom industry in Haryana) through online and offline mode. This section shows the profile of respondents like Age, Marital status, Qualification and income etc. of telecommunication industry employees in Haryana.

The study has been carried out on the basis of first hand data collected from 450 respondents working in telecommunication industry. This section shows the basic profile of respondents like their age, marital status, gender, qualification and designation etc.

The table for the same is given below:

**Table 1:** Demographic profile of respondents

<b>1. Place of Work</b>				
	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Ambala	47	10.4	10.4	10.4
Faridabad	88	19.6	19.6	30.0
Gurugram	52	11.5	11.5	41.6
Hisar	79	17.6	17.6	59.1
Karnal	97	21.5	21.5	80.7
Rohtak	87	19.3	19.3	100.00
Total	450	100.0	100.0	
<b>2. Age of employees</b>				
Below 30 years	197	43.8	43.8	43.8
30 – 40 years	155	34.4	34.4	78.2
40 – 50 years	87	19.3	19.3	97.6
above 50 years	11	2.4	2.4	100.0
Total	450	100.0	100.0	
<b>3. Gender of employees</b>				
Male	305	67.8	67.8	67.8
Female	145	32.2	32.2	100.0
Total	450	100.0	100.0	
<b>4. Marital status of employees</b>				
Married	320	71.1	71.1	71.1
Unmarried	130	28.9	28.9	100.0
Total	450	100.0	100.0	
<b>5. Qualification of employees</b>				
Under Graduate	130	28.9	28.9	28.9
Post Graduate	181	40.2	40.2	69.1
Professional Degree	86	19.1	19.1	88.2
Others	53	11.8	11.8	100.0
Total	450	100.0	100.0	
<b>6. The sector where the employee is working</b>				
Private Sector	287	63.8	63.8	63.8
Public Sector	163	36.2	36.2	100.0
Total	450	100.0	100.0	
<b>7. Name of the company where employee is working</b>				
Vodafone Idea	99	22.0	22.0	22.0
Airtel	137	30.4	30.4	52.4
Reliance Jio	67	14.9	14.9	67.3
BSNL	147	32.7	32.7	100.0

Total	450	100.0	100.0	
<b>8. The area where the employee is working</b>				
Marketing/Sales	130	28.9	28.9	28.9
Customer Service	164	36.4	36.4	65.3
Technician	10	2.2	2.2	67.6
Team Leader	30	6.7	6.7	74.2
Other	116	25.8	25.8	100.0
Total	450	100.0	100.0	
<b>9. Designation of the employee</b>				
Senior Executive	50	11.1	11.1	11.1
Assistant Manager	82	18.2	18.2	29.3
Deputy Manager	40	8.9	8.9	38.2
Manager	84	18.7	18.7	56.9
Other	194	43.1	43.1	100.0
Total	450	100.0	100.0	
<b>10. Experience of the employees</b>				
less than 5 years	155	34.4	34.4	34.4
5-10 years	130	28.9	28.9	63.3
10-15 years	120	26.7	26.7	90.0
above 15 years	45	10.0	10.0	100.0
Total	450	100.0	100.0	
<b>11. Monthly salary of the employees</b>				
Below Rs. 20000 (per month)	140	31.1	31.1	31.1
20000-40000(per month)	101	22.4	22.4	53.6
40000-60000(per month)	106	23.6	23.6	77.1
Above 60000(per month)	103	22.9	22.9	100.0
Total	450	100.0	100.0	

**Data Source:** Primary Data

Table 1 (1) shows that 10.4% respondents are from Ambala, 19.60% from Faridabad, 11.5% from Gurugram, 17.6% from Hisar, 21.5% from Karnal and 19.3% are from Rohtak, Haryana.

Table 1 (2) shows that 43.8% of respondents are below age group of 30 years, 34.4% of respondents belong to age group of 30-40 years, 19.3% of respondents belong to age group of 40-50 years and rest 2.4% respondents are from age group above 50 years.

Table 1 (3) shows that 67.8% of respondents are male and 32.2% are female.

Table 1 (4) shows that 71.1% respondents are married and 28.9% are unmarried.

Table 1 (5) shows that 28.9% respondents are under graduate, 40.2% are postgraduate, 19.1% have completed professional degree and the rest 11.8% falls under other category or have completed other degrees or diplomas.

Table 1 (6) shows that 63.80% respondents who are working in private sector and rest 36.20% work in public sector.

Table 1 (7) shows that 28.9% respondents work in marketing or sales field, 65.3% work in customer service, 67.6% are technician and rest 74.2% are team leaders.

Table 1 (8) shows that 22% respondents work in Vodafone idea, 30.4% work in Airtel, 14.9% in Reliance Jio and rest 32.7% in BSNL.

Table 1 (9) shows that designation of 11.1% respondents is senior executive, 18.2% work on the designation of Assistant Manager, 8.9% on the designation of Deputy Manager, 18.7% are Managers and the rest 43.1% are working on different designations other than mentioned.

Table 1 (10) shows that 34.4% respondents are having experience less than 5 years, 28.9% respondents are having experience between 5-10 years, 26.7% respondents are having experience between 10-15 years and rest 10% respondents are having experience of more than 15 years.

Table 1 (11) shows that the per month salary of 31.1% respondents is below Rs. 20000, the salary of 22.4%

respondents is between Rs. 20000-40000, the salary of 23.6% respondents is between Rs. 40000-60000 and 22.9% respondents earn a salary above Rs. 60000 per month.

To achieve this objective, multiple regression analysis has been used to find out the effect of direct effects of employee empowerment on organizational performance.

Before knowing the meaning of multiple regression analysis, we should understand the meaning of regression analysis.

### Regression analysis

It is a cluster of methods which are statistical and used for the predicting the relationship between a dependent variable and one or more than one independent variables <sup>[6]</sup>.

### Multiple regression analysis

It is a type of extension term that is used for simple linear regression. It is used when someone wants to get an estimate of the value of one variable on the basis of value of two or more than two variables <sup>[7]</sup>. It is a statistical technique that is used to link the dependent variable with one or more than one independent variables. For the current study, we are using multiple regression technique.

### In the study, here are the dependent and independent variables

- **Independent variables:** These are the dimensions like Job Autonomy, Communication, Training and Development, Job enrichment, Rewards and recognition, Decision making and work life balance.
- **Dependent variables:** Organizational performance.

### The following seven hypotheses have been framed for this purpose

**H<sub>1</sub>:** The performance of the organization is positively affected by job autonomy.

**H<sub>2</sub>:** The performance of the organization is positively affected by communication.

**H<sub>3</sub>:** The performance of the organization is positively affected by training and development.

**H<sub>4</sub>:** The performance of the organization is positively affected by job enrichment.

**H<sub>5</sub>:** The performance of the organization is positively affected by rewards and recognition.

**H<sub>6</sub>:** The performance of the organization is positively affected by decision making.

**H<sub>7</sub>:** The performance of the organization is positively affected by work life balance.

The first step in calculating the relationship is correlations.

## Correlations

Correlation is described as a method that is used to see the link between the variables. If one variable increases or decreases, then it causes a corresponding increase or decrease in the other variable also, so the two variables are termed as directly correlated. In the same way, if the increase in one variable causes a decrease in the other variable, then the variables are termed as indirectly correlated. If the changing of independent variable does not cause a change in the dependent variable then they are termed as uncorrelated. This relationship is given by the correlation coefficient <sup>[8]</sup>.

Table 2 shows the correlations among the factors for the entire sample (N=450). The level of significance for each correlation is  $p \leq 0.05$ .

**Table 2:** Correlations

		OPF	Job Autonomy	Communication	Training and Development	Job enrichment	Rewards and Recognition	Decision making	Work life balance	
<b>Pearson Correlation</b>	OPF	1.000	0.521	0.592	0.697	0.562	0.684	0.669	0.797	
	Job Autonomy	0.521	1.000	0.000	0.000	0.000	0.000	0.000	0.000	
	Communication	0.592	0.000	1.000	0.000	0.000	0.000	0.000	0.000	
	Training and Development	0.697	0.000	0.000	1.000	0.000	0.000	0.000	0.000	
	Job enrichment	0.562	0.000	0.000	0.000	1.000	0.000	0.000	0.000	
	Rewards and Recognition	0.684	0.000	0.000	0.000	0.000	1.000	0.000	0.000	
	Decision making	0.669	0.000	0.000	0.000	0.000	0.000	1.000	0.000	
	Work life balance	0.797	0.000	0.000	0.000	0.000	0.000	0.000	1.000	
	<b>Sig. (1-tailed)</b>	OPF		0.000	0.000	0.020	0.000	0.000	0.000	0.000
		Job Autonomy	0.000		0.500	0.500	0.500	0.500	0.500	0.500
Communication		0.000	0.500		0.500	0.500	0.500	0.500	0.500	
Training and development		0.020	0.500	0.500		0.500	0.500	0.500	0.500	
Job enrichment		0.000	0.500	0.500	0.500		0.500	0.500	0.500	
Rewards and recognition		0.000	0.500	0.500	0.500	0.500		0.500	0.500	
Decision making		0.000	0.500	0.500	0.500	0.500	0.500		0.500	
Work life balance		0.000	0.500	0.500	0.500	0.500	0.500	0.500		
<b>N</b>		OPF	450	450	450	450	450	450	450	450
		Job Autonomy	450	450	450	450	450	450	450	450
	Communication	450	450	450	450	450	450	450	450	
	Training and development	450	450	450	450	450	450	450	450	
	Job enrichment	450	450	450	450	450	450	450	450	
	Rewards and recognition	450	450	450	450	450	450	450	450	
	Decision making	450	450	450	450	450	450	450	450	
	Work life balance	450	450	450	450	450	450	450	450	

In the Table 2, organizational performance is taken as a dependant variable and the relationship between organizational performance and other factors or strategies has been checked through Pearson correlation method.

As per the information given in the table 2, correlation between organizational performance and job autonomy is found to be 0.521 that is significant at level of 0.01 and which is a positive correlation, correlation between organizational performance and communication is found to be 0.592 that is significant at the 0.01 level, correlation between organizational performance and training and development is found to be 0.697 that is significant at 0.01 level, correlation between organizational performance and job enrichment is found to be 0.562 that is significant at 0.01 level, correlation between organizational performance and Rewards and recognition is found to be 0.684 that is significant at 0.01 level, correlation between organizational performance and Decision making is found to be 0.669 that

is significant at 0.01 level and the correlation between organizational performance and work life balance is found to be 0.797 that is significant at 0.01 level which means that all the dimensions have positive significant relationship with performance.

From the above table, it can be found that there is direct positive effect of dimensions of employee empowerment on organizational performance.

## Model Summary

When we run a regression modeling, the model summary gets created. The model summary displays the name of the model, the model type, and the model formula <sup>[9]</sup>.

A value of 0.744 in the analysis is indicating a prediction at good level. It is found from the value of 0.547 that the independent variables explain 54.7% of variability of the dependent variable that is organizational performance.

The Durbin Watson statistic is to check for auto correlation in the residuals from the analysis of a statistical regression. Its value lies in the range 0-4. The value equal to 2 or near to 2 represents that there is no auto correlation. An acceptable range for the same is 1.50 to 2.50. We have found that the Durbin Watson value for the model is 1.778

which lies in the acceptable range. Thus, there is no problem of auto correlation. Auto correlation is the degree of correlation of same variables between two successive time intervals. Besides this, the p value is <0.05 which indicates that model is significant. Here the p value is 0.00 which is less than 0.05.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	DF1	DF2	Sig. F Change	
1	.744 <sup>a</sup>	0.554	0.547	0.30095	0.554	78.494	7	442	0.000	1.778

a. **Predictors:** (Constant), Work life balance, Decision making, Rewards and recognition, Job enrichment, Training and development, Communication, Job autonomy

The table 3 provides the model summary of regression analysis with organizational performance as dependent variable and dimensions of employee empowerment (Work life balance, Decision making, Rewards and recognition, Job enrichment, Training and development, Communication, Job autonomy) as independent variable. According to the table, there is a positive correlation between the variable with R=0.744 and also that 55% of variation in organizational performance is explained by dimensions of employee empowerment with 0.300 std. error of estimate which is less than acceptable value 2 and hence deemed good. The meaning of positive correlation means that an increase in independent variable causes an increase in the dependant variable.

R square with the predictor in the model is 0.554 which is the square of correlation between dimensions of employee empowerment and direct factors of organizational performance  $(0.744)^2=0.554$  and this is the value of R square change.

The definition of R square change is the correction in R square with the fact when the second predictor is added. The change in R square is predicted with F-test which can be termed as F-change. F-change means those variables which are added in the step which significantly improves the prediction.

#### ANOVA

It is a cluster of models which are statistical and their related estimation processes which is used to analyze the difference between means. It was developed by statistician Ronald Fisher <sup>[10]</sup>.

The table shows that independent variable (Work life balance, Decision making, Rewards and recognition, Job enrichment, Training and development, Communication, Job autonomy) statistically significantly predict the dependent variable (organizational performance),  $F=78.494$ ,  $p<0.0005$ . Thus it can be concluded that regression model is well fitting for the data.

**Table 4: ANOVA**

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	49.766	7	7.109	78.494	.000 <sup>b</sup>
	Residual	40.034	442	0.091		
	Total	89.800	449			

a. **Dependent Variable:** Organizational performance

b. **Predictors:** (Constant), Work life balance, Decision making, Rewards and recognition, Job enrichment, Training and development, Communication, Job autonomy.

In the Table 4, the F value is so high that there is a chance to reject the null hypothesis and accept the alternate hypothesis. Here the null hypothesis is that there is no relationship between direct factors of organizational performance and the dimensions of employee empowerment. And here we are accepting the alternate hypothesis that there is linear relationship between dimensions of employee empowerment and direct factors of organizational performance. So we can say that both F value and significant change shows that the dimensions of employee empowerment directly affect the organizational performance in a different manner.

#### Coefficients

The coefficients of regression are used as a measure to test the relationship that is functional between the variables. In analysis of regression, there is one dependent variable and the other variable is independent. It also measures the dependence level of one variable on the other <sup>[11]</sup>.

If the value of coefficients of regression is showing a positive value, then it means that the direct relationship between variables is there while the negative regression coefficients show that the indirect relationship is established between the variables.

**Table 5: Coefficients**

Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig.
		B	Std. error	Beta		
1	(Constant)	6.168	0.014		0.000	1.000
	Job autonomy	0.188	0.014	0.421	13.265	0.000
	Communication	0.131	0.014	0.292	9.204	0.000
	Training and development	0.044	0.014	0.097	3.064	0.000
	Job enrichment	0.162	0.014	0.362	11.405	0.000
	Rewards and recognition	0.082	0.014	0.184	5.781	0.000
	Decision making	0.076	0.014	0.169	5.337	0.000
	Work life balance	0.133	0.014	0.297	9.350	0.000

a. **Dependent Variable:** Organizational performance

Organizational performance = 6.168+ 0.188 (Job autonomy) + 0.131 (Communication) + 0.044 Training and development) + 0.162 (Job enrichment) + 0.082 (Rewards and recognition) + 0.076 (Decision making) + 0.133 (Work life balance).

Table 5 describes that there is a statistically significant relationship between the dependent variable organizational performance and independent variables related to dimension of employee empowerment. According to the information provided in the table, the  $H_0$  (null hypothesis) is rejected, and alternate hypothesis is accepted stating that the organizational performance is affected by dimensions of employee empowerment.

The regression test is run while taking dimensions of employee empowerment as an independent variable and organizational performance as a dependent variable to study the impact of dimensions of employee empowerment on organizational performance. The data has been tested for assumptions of regression.

**From the above table, we can say that it affects the organizational performance directly by**

1. Job autonomy is highly significant at 1% level of significance, it can be seen from the results through change in practices adopted related to job autonomy can positively affect the organizational performance. It can also be calculated from the results that a one unit change in practices adopted for job autonomy will lead to 0.42 unit change in organizational performance.
2. Communication is highly significant at 1% level of significance. It can be seen from the results that through change in practices adopted related to communication can positively affect the organizational performance. Also, it can be seen from the results that one unit change in practices adopted for communication will lead to 0.29-unit changes in performance of organization.
3. Training and development is highly significant at 1% level of significance. It can be seen from the results that through change in practices adopted related to training and development can positively affect the organizational performance. Also, it is found from the results that a one unit change in practices adopted for this strategy will lead to 0.09 unit changes in performance of organization.
4. Job enrichment is highly significant at 1% level of significance. It can be seen from the results that through change in practices adopted related to job enrichment can positively affect the organizational performance. Also, it is found from the results that one unit change in practices adopted for job enrichment will lead to 0.36 unit change in performance of organization.

5. Rewards and recognition is highly significant at 1% level of significance. It can be seen from the results that through change in practices adopted related to rewards and recognition can positively affect the organizational performance. Also, it is found from the results that one unit change in practices adopted for rewards and recognition will lead to 0.18 unit changes in performance of organization.
6. Decision making is highly significant at 1% level of significance. It can be seen from the results that through change in practices adopted related to decision making can positively affect the organizational performance. Also, it is found from the results that one unit change in practices adopted for decision making will lead to 0.16 unit change in performance of organization.
7. Work life balance is highly significant at 1% level of significance. It can be seen from the results that through change in practices adopted related to work life balance can positively affect the organizational performance. Also, it is found from the results that one unit change increase in practices adopted for decision making will lead to 0.29 unit change in performance of organization.

From the above table, we can say that the variables have a direct relationship with the independent variables and the same can be proved through the results. As the significant value is also less than 0.05, we can say that there is a significant relationship between the measured variables.

**Results**

**H<sub>1</sub>:** As per the results drawn, H<sub>1</sub> is accepted. The performance of the organization is positively affected by job autonomy.

**H<sub>2</sub>:** As per the results drawn, H<sub>2</sub> is accepted. The performance of the organization is positively affected by communication.

**H<sub>3</sub>:** As per the results drawn, H<sub>3</sub> is accepted. The performance of the organization is positively affected by training and development.

**H<sub>4</sub>:** As per the results drawn, H<sub>4</sub> is accepted. The performance of the organization is positively affected by job enrichment.

**H<sub>5</sub>:** As per the results drawn, H<sub>5</sub> is accepted. The performance of the organization is positively affected by rewards and Recognition.

**H<sub>6</sub>:** As per the results drawn, H<sub>6</sub> is accepted. The performance of the organization is positively affected by decision making.

**H<sub>7</sub>:** As per the results drawn, H<sub>7</sub> is accepted. The performance of the organization is positively affected by work Life Balance.

## Conclusion

In conclusion, we can say that dimensions of employee empowerment like Job Autonomy, Communication, Training and Development, Job enrichment, Rewards and recognition, Decision making and work life balance have a direct effect on organizational performance.

By studying these dimensions and the direct effects in detail, the HR manager of an organization would be able to frame the strategies related to human resources in a better manner and can motivate the employees. If the employees will feel motivated, then they will contribute in the best possible manner for the organization.

The discussed dimensions and its direct effects are specific to the Telecommunication industry and any organization which will adopt these strategies can create a competitive advantage. Although the dimensions are with reference to Telecommunication industry, these can also be helpful to other Industries in the market, if adopted accordingly. These dimensions can make an organization a huge success, if applied properly.

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