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Effects of Personality Traits, Organizational Factors and Demographic Variables on Employee Empowerment

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ABSTRACT

Background: Issues that are related to individual behavior in organization such as empowerment have attracted a great interest among scholars. **Objective:** This study aims to examine the relationship of personality traits, organizational factors and demographic variables with employee empowerment. Consequently it determined the effects of personality traits, organizational factors and demographic variables on employee empowerment. **Results:** The study revealed that personality traits, organizational factors and demographic variables were related significantly to employee empowerment. The study also found that personality traits, organizational factors and demographic variables had a positive effect on employee empowerment. **Conclusion:** Personality traits, organizational factors and organizational variables are important in enhancing employee empowerment in organization and in this case among medical staff in Malaysian health care system.

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INTRODUCTION

Globalization and information age has changed the way we work and how organization and business operates. It has created a huge impact on traditional management practices and has made operating across border possible. Changes in organizations and business environment, the increasing complexity of working across multiple cultures, economic and political situations have induced organizations to have more empowered and proactive workforces (Samad, 2007a), (Samad 2007b). Therefore they have to learn faster in order to provide better service quality and high performance of organization (Bowen and Lawler, 1995), (Samad, 2013a). (O'Toole and Lawler, 2006), (Samad, 2012b) suggested that the best organizations can accomplish these challenges is by empowering their employees to take initiative without prodding, to serve the collective interests of the organizations without being micro-managed, and to act like owners of the business.

Empowerment is one of the most widely studied topics that are related to organization behavior. Both the consequences and antecedents of empowerment have received considerable attention in the current work place and labor organization. Empowerment is also a hot topic in current business environment as it has an explicit effect on organizational outcomes and performance (Samad, 2007a), (Samad 2007b). The topic becomes more important and critical in industries such as banking industry, airline industry, IT industry, medical services that include health care services and hospitals. It was reported that about seventy percent of organizations have initiated empowerment ideas in their workforce (Lawler *et al.*, 2001). Inevitably issues that are related to empowerment have received an increasing attention in recent years (Zani and Pietrantonio, 2001). Preceding discussions indicate that it has long been recognized that employee empowerment plays an important role in organization as also suggested by Kanter, (1993). This is also due to the organization's positive outcomes of empowerment on organizational raising performance (Fernandez and Moldogaziev, 2011), (Samad 2011d), (Samad, 2011e), encouraging innovation (Fernandez and Moldogaziev 2013), (Samad, 2013a), and improving employee job satisfaction (Lee *et al.*, 2006), (Samad2011d), organizational commitment (Lawler *et al.*, 1995), (Samad, 2005), work attitude such as effectiveness, strain and satisfaction (Samad, 2006b), (Hatcher and Laschinger, 1996), job involvement and employee turnover (Samad and Yusuf, 2012), (Samad, 2006a) .

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According to Cooney (2004) empowerment programs have been widely adopted by most organizations and the practices have been found to be at raisings in a variety of work setting. This is without exception in Malaysian context. Though it has been widely researched less rigorous empirical research has been done on antecedents of employee empowerment (Samad and Yusuf, 2012), (Menon, 2001). Scarce research has been conducted in Malaysian context especially among medical staff or health setting (Samad, 2007a), (Samad 2007b). Moreover the current literature on employee empowerment provides only conceptual or anecdotal evidence which warrants for more systematic and empirical research on the factors that influence empowerment among doctors in Malaysia (Samad, 2007b).

Literature on empowerment had highlighted a number of issues that warrant further investigation. Further, mixed findings have been reported on the antecedent of employee empowerment (Samad, 2012b), (Sagie, 2002). Meanwhile available evidence on the effects of personality traits, organizational factors and demographic variables among medical doctors in Malaysia is also limited and inconclusive (Samad, 2007a). The role of medical doctor and health staff for example family medical doctors in Malaysia is very important. This is in line with the theme of 9th Malaysian Plan 'towards achieving better health through consolidation of health services' which is consistent with the 5th National Mission Thrust namely Thrust 4 which is 'to improve the standard and sustainability of quality of life' (Ministry of Health, 2013). Empowerment is among the challenging issues that need to be tackled by relevant authority. This role needs to be played by both private and public doctors (Subramaniam, 2013). Currently according to Subramaniam (2013) family medical doctors are not given full responsibility to detect and treat diseases and illness at early stage. Further if this can be done it will help in reducing the number of patients receiving treatment for serious illness in the hospitals (Subramaniam, 2013). This implies that empowerment is one of the key component elements to ensure quality of people life and in delivering good services to customers and stakeholders.

As highlighted by (Subramaniam, 2013) among the factors that are associated to empowerment issues among family medical doctors for example are like insufficient doctor and medical staff, lack of appropriate training, the need of higher allocation, awareness on the reality of responsibility among doctors and the need to have a proper bridging mechanism to utilize all facilities available in the public and private health care system. Expanding from this notion and previous empirical research this study aimed at examining the factors that related and affecting employee empowerment.

Literature Review:

Employee Empowerment:

Numerous studies have been directed at determining the casual antecedents of empowerment (Spreitzer, 1996), (Thomas & Velthouse, 1990). Research on empowerment initially rooted from the Follett's (1926) study on employee participation; Argyris (1957) analysis of managerial styles; McGregor's (1960) Theory Y, and the groundbreaking Ohio and Michigan leadership studies (Spreitzer, 1997). Despite of several approaches in conceptualizing employee empowerment, Menon (2001) has classified it into three major categories: Empowerment has been considered an act: the act of granting power to the person(s) being empowered. It has been considered a process: the process that leads to the experience of power. Finally, it has also been considered a psychological state that manifests itself as cognitions that can be measured. Most researchers however view empowerment based on two classic approaches mainly on social structural and psychological. This is consistent with Liden and Arad's (1996) notion which stated that since 1980s two complementary perspectives on empowerment at work have emerged in the literature. The first is more macro and focuses on the social-structural (or contextual) conditions that enable empowerment in the workplace. The second is more micro in orientation and focuses on the psychological experience of empowerment at work. According to Spreitzer (2007) the two perspectives of empowerment can be identified based on a focus between empowering structures, policies, and practices and a focus on perceptions of empowerment (which focuses on individuals reactions to the structures, policies, and practices they are embedded in (Eylon and Bamberger, 2000).

The above literature indicates that employee empowerment has been defined in several different ways due to diverse definitions in the scholarly literature (Heller, 2003). Generally, scholars have distinguished two main views of empowerment mainly on structural and psychological perspectives. Structural empowerment focuses on empowering management practices such as delegation of decision making from upper to lower levels of organization (Heller, 2003) and increasing access to information and resources among individuals at the lower levels (Rothstein, 1995). Accordingly, the main idea of structural empowerment is that it entails the delegation of decision-making prerogatives to employees, along with the discretion to act on one's own (Mills and Ungson, 2003)

From the psychological approach Conger and Kanungo (1988) define empowerment as the motivational concept of self-efficacy. Thomas and Velthouse (1990) describe empowerment as intrinsic task motivation and cannot be captured by single concept. They define psychological empowerment in a set of four cognitions reflecting an individual's orientation to his or her role in term of meaning, competence (almost similar with Conger and Kanungo's self-efficacy), self-determination or choice and impact or influence.

Meaning concerns to the employees' experience on their job as having value or importance (May *et al.*, 2004). In other words employees feel that their work is important and care deeply about what they do, when they value of a work goal, mission or purpose, of activities they are engaged in are congruent with their own value system, own ideals and standards (Quinn and Spreitzer, 1997). In short, if employee' hearts are not in their work they will not empowered.

Competence is an employees' belief in his or her capability to perform based on their skill (Thomas and Velthouse, 1990) and is analogous to agency beliefs, personal mastery or effort performance expectancy (Samad, 2013b). It refers to the knowledge that the individual has and the skills required for a specific task and purposes in certain areas (Thomas and Taymon, 1994). According to Conger and Kanungo (1988) without a sense of confidence in their abilities, employees will likely feel inadequate and less empowered.

Self-determination refers to employees' perception on the autonomy and continuation of work behaviors and processes (Deci *et al.*, 1989). According to Deci *et al.* (1989) choice is consistent with concept of self-determination which means to experience a sense of choice in initiating and regulating one's own actions. If employees believe they are simply following the orders from people in the higher hierarchy they will not feel empowered (Wagner, 1995). Self-determination involves causal responsibility for a person's actions. The impact or influence dimension reflects the degree to which an employee can influence strategic, administrative or operating outcomes at work (Ashforth, 1989). Impact refers to the extent to which behavior is perceived as making a difference in terms of accomplishing the purpose of tasks or producing intended effects in one's task environment (Thomas and Velthouse, 1990). In other words, employees are more likely to feel empowered with a sense of progression toward a goal or a belief that their actions are influencing the system.

Factors Affecting Employee Empowerment:

Previous study have classified factors that influence empowerment into four categories mainly person factors, comprising employee demographics (Zani and Pietrantonio, 2001) and psychological variables (Dimi-triades, 2002); job and or work role factors (Savery and Lucks, 2001); organization factors (Menon and Pethe, 2002); and context factors (Cunningham *et al.*, 1996, Siegall and Gardner, 2000). Building on previous research findings, this study examined the influence of two demographic variables (age and work experience), psychological factors (personality traits of locus of control, openness and proactive) and organizational factors (incentive and support; skills and knowledge) on psychological empowerment.

Demographic variables and empowerment:

The effects of demographic variables on employee have shown inconsistent research findings (Samad, 2007a), (Samad, 2009). This is because the interests, needs and motives of employees may change once they grow older. Some of them will become bored to the current jobs and expect for different and new challenges (Samad, 2011a). This suggests that aging may influence perceived empowerment, therefore it is hypothesized that age is related to psychological empowerment. Accordingly, experience of individual in organization is referred with sources of power within organization which includes reward power; coercive power; legitimate power; expert power; and referent power (Hellriegel *et al.*, 1995). Hellriegel *et al.* (1995) explained expert power as an individual's ability to influence others' behavior because of recognized skills, talents, or specialized knowledge. This implies that work experience will contribute to the development of expert power. It is hypothesized therefore there is a relationship between work experience and empowerment.

Personality and Empowerment:

Personality refers to a combination of characteristics that comprise the unique nature of a person as that person reacts and interacts with others (Schermerhorn *et al.*, 2012). Accordingly it combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels. Levinson and Gottman (1983) argue that an individual's personality growth is in relation to key life stages that are age-group related. They believe that each stage has a crucial impact on a worker's job, career and on organizational performance. Individual characteristics and personality traits are posited to influence employee empowerment (Spreitzer, 1995), (Thomas & Velthouse, 1990). This includes openness, proactive and internal locus of control personality traits. Conclusions drawn from research indicate that personalities develop in predictable ways over time, and that these developments must require different managerial responses. Further personality has great impact of individual behavior (Samad, 2009), (Samad, 2011b). Based on the five personality traits model this study examined the link and effects of three personality traits (proactive, openness and internal locus control) with employee empowerment.

Proactive personality is a personal disposition toward proactive behavior and defined as the relatively stable tendency to affect environmental change (Bateman and Crant, 1993). Spreitzer (1995) suggested that empowerment manifests a proactive orientation towards job. According to Sigler (1997), employees who have a strong tendency to act upon environment would be expected to interpret a proactive personality that encourages

for employee empowerment. Consequently, proactive personality will influence employee empowerment (Samad, 2007a).

Previous studies have revealed the potential impact of openness personality traits on employees' behavioral and work outcomes which include employee empowerment (Deary and Belkin, 1996). In addition, for many years openness personality appeared as one of the five personality dimensions that have been identified as being able to explain a majority of the variance in behavioral outcomes (John and Srivastava, 1999). According to McCrae (1996) openness personality deals with intellectual activity, cultural sophistication, thoughtfulness, originality, imagination, need for variety and preference for cognitive. Further, Costa and McCrae (1992) suggested that openness traits consist behavior that convey the willingness and readiness to entertain and experience novelty, whether in interests, people, situations, values or ideas and a sense of divergent and creative thinking. It was found that individuals who possess high openness personality are more likely to emphasize rules, regulations, order and conformity, more flexible and tend to understand others' point of views easier. Therefore, one would expect individuals with higher levels of openness personality to be associated with high level of psychological empowerment since they are able to adapt to a variety of environmental factors and stimuli. Therefore, this research attempts at testing whether openness personality will influence employee empowerment in the Malaysian context.

Internal locus of control refers to personality trait that explains the degree to which people believe that they rather than external forces determine what happens in their lives. Individuals with an internal locus of control regarding life in general are more likely to feel capable of shaping their work and work environments and hence to feel empowered (Spreitzer, 1995). Internal locus control also refers to the extent to which individuals believe that they can control events that affect them (http://en.wikipedia.org/wiki/Locus_of_control). Individuals with a high internal locus of control believe that events in their life derive primarily from their own actions; for example, when receiving test results, people with an internal locus of control would praise or blame themselves and their abilities, whereas people with a extra high external locus of control would praise or blame the teacher or the test (Carlson *et al.*, 2009). Perceived high in internal locus control among employees tend to induce empowerment and effectiveness (Spreitzer, 1995), (Samad, 2007b).

Organizational factors:

Organizational factors constitute many aspects. This study focused on two main components of skills and knowledge and incentive and support. Work measures are always linked with skills and knowledge. Miller (2002) argues the challenging part of skills and knowledge is to define the new approaches and to assess the emerging needs of skills and knowledge of employees. The author relates skills and knowledge of individual within the framework of human capital. According to Samad (2011c), Samad (13a) individual-specific human capital model should include knowledge that is applicable to a broad range of organizations and industries; including general managerial and entrepreneurial experience, the level of academic education and training. Human capital is also defined as the value of individual knowledge and talent in organization that include such as knowhow, skills capacities, competence, attitude, intellectual agility and creativity. It was found that the higher the skills and knowledge that the employees have tends to increase employee empowerment (Samad, 2013a), (Samad, 2012b). The skills and knowledge accumulation according to Samad (2013a), (Samad, 2011c) is manifested from the training and development given to employees. This implies that organizations need to provide appropriate training in order to have a high perceived employee empowerment. Research has indicated that the more skilled and knowledgeable employee, the more empowered they are (Samad, 2007a), (Samad 2007b).

One of the approaches for reducing the risks associated with trusting actions is incentives and management support. Traditionally employee compensation in a form of rewards, incentives and benefits together with management support will influence employee's positive behavior and the quality of work they will accomplish (Samad, 2011b). A high employee involvement requires a different reward system which normally based on performance appraisal and evaluation and full management support such as training, budget allocation, working system and effective communication (Samad, 2006c). The rewards and incentives are based on the outcomes of the employees' behaviour rather than for specific behaviours (Milkovic *et al.*, 2011). Preferences of incentives have to be aligned with organizational strategy to avoid the risk of self-interested behaviour. Reward and incentives is expected to induce positive reinforcement among employee, influence positive behavior and increase productivity (Samad, 2011c). This especially very relevant to doctors who have to serve with customers and stakeholders. Only inspired employees will be able to serve well to customers, more willing to involve and participate in decision making (Samad, 2011d). It is important therefore to study the relationship between incentive and support with empowerment.

To sum it has been recognized that employee empowerment plays an important role in organization. Employee empowerment has been related to behavioral and attitudinal aspects of individual organization. According to Kanter (1993) even Karl Marx and Adam the two renowned philosophers agreed that the job makes the person in organization. The growth of large firms a couple decades ago has led to investigation of the

interactions of people within large organizational structures. This is one of the efforts to uncover the dimensions of the person-organization relationship. Sigler (1997) proposed that perceptions of empowerment would influence both the amount and quality of product that an employee produces. Consequently, employees who feel their work as meaningful will feel motivated and engaged to the organization. It was found that employees' perception of empowerment contributed a significant variance in supervisor's ratings of job effectiveness, job satisfaction and stress (Thomas and Taymon, 1994). Meanwhile, according to Spreitzer (1995) empowerment is related with effectiveness and innovative behaviors. Study has indicated that empowered teams are more productive in their work (Kirkman and Rosen (1996).

Previous studies revealed that more studies have been focused on variable outcomes of empowerment. Thomas and Velthouse (1990) argued that empowerment was multidimensional construct indicating the level of intrinsic task motivation. Scholars have called for further research on the antecedents of empowerment as well as the expansion of the contexts in which it is studied (Spreitzer, 1996), (Spreitzer, 1995). Thus far no information is available about the generalizability of these findings to other Eastern context in particular, Malaysia, since most studies were conducted in Western setting (Samad, 2007a). Therefore it is important to have such research in Malaysian context. Based on the previous empirical studies and in light of the paucity of findings in this area in Malaysian context this study attempted to answer the following hypotheses:

H1a: There is a positive relationship between age and employee empowerment

H1b: There is a positive relationship between experience and employee empowerment

H2a: There is a positive relationship between proactive personality and employee empowerment

H2b: There is a positive relationship between openness personality and employee empowerment

H2c: There is a positive relationship between locus of control and employee empowerment

H3a: There is a positive relationship between incentive and support and employee empowerment

H3b: There is a positive relationship between skills and knowledge and employee empowerment

H4: Personality traits, organizational factors and demographic variables will have significant effect on employee empowerment

Methodology:

Sample and Procedure:

Respondents in this study consisted of medical doctors in Malaysia. A total of 200 government medical doctors were randomly selected for this study based on Krejcie and Morgan's (1970) table for determining sample size. The respondents are doctors who worked in government hospitals located in Malaysia. The study adopted a quantitative research design with a structured questionnaire was chosen as the research instrument. Prior to the actual study was carried out a reliability test was conducted to determine the reliability of the research instrument. The pre-test results of the instrument provided an acceptable level of reliable statistics ranging from .89 to .95 for all the variables. The self administered questionnaires were collected based on the adopted questionnaire of previous researchers. The collected data were then summarized and analyzed using both descriptive and inferential statistics to answer the hypotheses of the study.

Measurement:

The dependent variable of this study was empowerment which was measured using a 12 item scale of psychological empowerment developed by Spreitzer (1995). The multidimensional measure consisting of four sub-dimensions mainly meaning, competence, self-determination and impact. Each scale has three items each. Subjects indicated their level of agreement or disagreement with each of the statement, with responses ranging from 1 = strongly disagree to 7 = strongly agree. The alpha coefficient value of empowerment scale was of .93. The four subscales were averaged, yielding a single composite measure with a high score indicating high perceived empowerment.

The Independent variables of the study are demographic variables (age and experience organization), personality traits (openness, proactive and internal locus of control) and organizational factors (incentive and support; skills and knowledge). Openness personality was measured based on 12 items scale from the adapted instrument developed by Costa and McCrae (1992) with the reliability value of .90. Proactive personality was measured on 9 items scale from the adapted instrument developed by Bateman and Crant (1993) with the reliability of .95. Internal locus of control was measured using Sapp's and Harrod's (1993) three-item measure. The reliability of this scale was .93. Respondents were asked the extent to which they agreed with each item of the personality traits variables based on a 7-point Likert type scale where 1 = strongly disagree and 7 = strongly agree.

The organizational factors consist of skills and knowledge and incentive and support. Skills and knowledge were measured based on an adapted instrument from Chen *et al.* (2004) and Samad (2013a) which consists of 4 items. Meanwhile incentive and support which contain of 4 items were measured based on adapted instrument by Boshoff and Allen, (2000). The reliability of these scale were .89 and .91 respectively and participants were asked the extent to which they agreed with each item on a 7-point Likert scale. The coefficients of internal

reliability for all the variables reached the acceptable magnitude value of more than .70. The reliability analysis also reveals that all scales are at the acceptable magnitude value of more than 0.70 (Nunnally, 1978).

Results:

Respondent profile:

The study found that in terms of age the average age of the respondent was 38 years while the mean of experience in the organization and total job experience is 6.98 and 10.70 years respectively. The ratio of male and female respondents is 1.4:1. Most of the respondents (72%) are married and 28% of them are single. The average mean of the respondents' pay was more than RM 4000 while the highest pay of the respondent is RM7800 and the lowest is RM 4000.

The Relationship of Demographic Variables, Personality Traits and Organizational Factors with Employee Empowerment (H1 - H3):

The analysis used to test the hypotheses in this study consisted of inter-correlations and regression. Findings on the correlation analysis were integrated into the overall model to answer the first (H1a, H1b), second (H2a, H2b, H2c) and third (H3a, H3b) hypotheses of the study.

Table 1 depicts the Pearson's correlation coefficients of the study variables. In general all the independent variables had significant correlations ($p < 0.05$) with empowerment. The correlation results revealed a significant relationship among organizational personality traits (proactive personality, openness personality and internal locus of control, demographic variables (age and experience) and organizational factors (incentive and support, skills and knowledge). As can be seen in Table 1, the correlation coefficients for the variables under investigation were relatively moderate ranging from 0.32 to 0.62. The study found that relationship among aspects of organizational personality, demographic variables and organizational factors indicated a significant and positive relationship with employee empowerment. This finding implies that the higher the level of locus of control, proactive and openness personality, the selected variables of age and working experience, incentive and support and skills and knowledge tend to lead to the higher level of employee empowerment. Therefore, the data supported the hypotheses H1a-H1b; H2a-H2c and H3a-H3b of the study.

Table 1: Inter-correlations Among independent and Dependent Variables

	1	2	3	4	5	6	7	8
1	1.0							
2	.32*							
3	.37*	.38*						
4	.34*	.38*	.47*					
5	.38*	.46*	.50*	.48*				
6	.37*	.36*	.52*	.45*	.49*			
7	.39*	.36*	.59*	.40*	.35*	.60*		
8	.62*	.34*	.32*	.40*	.36*	.36*	.32*	1.0

* $p < .05$

1= age; 2= work experience; 3= openness personality
4= proactive personality; 5 = internal locus of control;
6 = skills and knowledge; 7 = incentive and support;
8= empowerment

Effects of Demographic Variables, Personality Traits and Organizational Factors on Employee Empowerment (H4):

Table 2 reports the hierarchical regression results predicting employee empowerment from the independent variables of personality traits, organizational factors and demographic variables. This analysis was employed to test the H4 hypothesis of the study. Two steps were included in the regression analysis. The first step involved all aspects of demographic variables. In the second step organizational factors and personality traits were entered as independent variables. The personality traits were based on the single composite score of average scale of internal locus of control, openness and proactive personality traits. The organizational factors were also based on the single composite score of average scale of incentive and support and skills and knowledge variables. The dependent variable was the scores of four dimension of empowerment.

From Table 2, when the two control variables were entered in the equation in the first model, the R^2 value for employee empowerment was found to be .187 indicating that 18.7 percent of the variance in employee empowerment is explained by the demographic variables. Specifically, age ($\beta = .39$) and experience ($\beta = .58$) had a significant and positive effect on employee empowerment. The result shows the control variables of experience had the most significant impact on employee empowerment than variable age.

In step 2, by adding two independent variables of organizational factors and personality traits, the R^2 increased to 55.3 percent with the R^2 change of .366 and significant at 0.05. This implies that the additional 36.6 percent of variance in employee empowerment is explained by the organizational factors and personality traits. These results provide support for the fourth (H4) hypothesis of the study that organizational factors ($\beta = .36$)

and personality traits ($\beta = .56$) have a significant effect or influence on employee empowerment. It was found that personality traits indicated the highest effect on employee empowerment. It was discovered that the control variables together with the model variables jointly explained 55.3 percent of the variation in employee empowerment.

Table 2: Results of Hierarchical Regression Analysis

Independent Variables	Std Beta Step 1	Std Beta Step 2
Control Variables:		
Age	.39*	.22*
Working experience	.58*	.32*
Model variables:		
Organizational factor		.36*
Personality traits		.56*
R ²	.187	.553
Adj. R ²	.178	.547
R ² Change	.187	.366
Sig. F Change	.000	.000

*Significant at the .05 level

Conclusion, Implications and Suggestions:

The purpose of this study was to examine the relationship between demographic variables, personality traits and organizational factors with employee empowerment and to determine the effects of these independent variables on employee empowerment. The results obtained in the present study indicated that demographic variables (age and working experience), organizational factors (incentive and support and skills and knowledge) as well as personality traits (openness, proactive and internal locus of control) were related to employee empowerment. This result is consistent with those of previous research (Spreitzer, 1995), (Thomas and Velthouse, 1990), (Samad 2007a). The finding of the study also revealed that demographic variables; organizational factors and personality traits had a significant effect on employee empowerment. The results closely parallel of earlier findings (Sigler, 1997), (Bateman and Crant, 1993), (Koberg *et al.*, 1999), (Samad, 2007a), (Samad, 2007b) lending some support to the construct validity of these measures. Therefore this study validates the result obtained by these researches and generalizes it to the other groups of employees.

The data in this study suggests that age, working experience, organizational factors and personality traits are among positive factors in affecting employee empowerment in Malaysian medical setting especially among medical doctors. The findings suggest that employees with high perceived of personality traits and organizational factors tend to experience or feel a positive emotional state and more empowered. The findings also implied that the more experienced and senior in term of age tend to induce employees to be more physically and emotionally empowered. The highest effect of personality traits on employee empowerment suggests that hospitals management should be able to provide environment that would encourage employees to be more opened, proactive and having internal locus of control. Accordingly appropriate and enough knowledge and skills, incentives and support must be given to these doctors so that they will feel motivated, empowered, committed and loyal to the organization. Highly empowered employees will influence positive behaviors and high performance of organization (Samad, 2012d), (Samad, 2011e). This is important in developing good and positive culture among employees. Employers who are concerned with developing high levels of employee empowerment need to focus their attention on issues related to personality traits of individual (Samad, 2011e), (Samad, 2010).

Findings of the study tend to suggest that locus of control, openness and proactive personality, incentive, support, skills and knowledge were the important stimulators for a high perceived empowerment among doctors in medical care system in Malaysia. Consequently, organization environment that provides high level of these characteristics will induce employee to feel more empowered. This is the first issue dealt with in this study that has not been emphasized in earlier studies especially among medical staff in Malaysia. However, this research may have a number of limitations, leading us to suggest some possible implications for future research. Its most significant limitation perhaps is associated with its use of cross-sectional data. Hence, further research should involve longitudinal data, allowing researchers to conclusively replicate the findings of this study. In conclusion, this study should not be an end in itself therefore possible extensions of this paper could be explored. It would be interesting to test the sensitivity of the findings by using other measures of empowerment or to utilize more than one measure of this variable. Robustness can also be validated through using different samples in a variety of settings. However, this study has enhanced the understanding of the empowerment construct in the Malaysian context.

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