



## RESEARCH ARTICLE

## ENHANCING ORGANIZATIONAL EFFECTIVENESS THROUGH PERFORMANCE EVALUATION: A CASE STUDY OF COOPERATIVE ORGANIZATIONS IN SURKHET VALLEY

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## ABSTRACT

This study explores the significance of performance evaluation systems in enhancing employee performance and organizational effectiveness within cooperative organizations in Surkhet Valley, Nepal. Using a quantitative and descriptive research design, data was collected from 120 managers and chairpersons. The research aims to understand prevalent performance evaluation practices, assess employee performance levels, identify factors influencing performance, and evaluate the existing evaluation system's effectiveness. Findings highlight the critical role of adaptability, effective communication, creativity, problem-solving, and cooperative behavior in driving employee performance. Customized performance evaluation systems that foster a cooperative work environment and acknowledge employee dedication are emphasized to promote organizational success and contribute to economic and social development in the region. The study advocates for adopting effective performance evaluation practices that align individual efforts with organizational goals, foster a positive work environment, and empower employees. Overall, this research contributes valuable insights to cooperative organizations, supporting their growth and success in Surkhet Valley and advancing the region's economic and social development.

## KEYWORDS

Performance evaluation, employee performance, cooperative organizations, adaptability, communication, creativity, problem-solving

## 1. INTRODUCTION

In the fast-paced and competitive landscape of modern organizations, optimizing employee performance has become an essential driver for success and sustainable growth. As businesses strive to achieve their objectives, they rely on effective performance evaluation systems to assess and enhance employee contributions. The process of performance evaluation not only empowers organizations to measure individual and team performance but also serves as a fundamental tool for organizational development and increased overall effectiveness. Performance evaluation encompasses a multifaceted approach to assess employee performance, providing valuable feedback on achievements, identifying areas for improvement, and aligning individual efforts with organizational goals (Mathis & Jackson, 1994). However, despite its importance, some organizations exhibit a lackadaisical attitude towards performance evaluation, often due to concerns regarding subjectivity and bias, which can hinder the development and growth of employees (Zhang & Bartol, 2010).

Within organizations, performance evaluation serves as a vital instrument in measuring employee output, cost-effectiveness, and the overall performance of the organization (Mwema & Gachunga, 2014). By evaluating employees' progress and effectiveness against predetermined standards, management gains valuable insights into their workforce's capabilities, enabling them to make informed decisions, identify training needs, and retain top talent. In turn, effective performance evaluation fosters a positive work environment, enhances job satisfaction, and encourages employees to reach their full potential (Hanaysha, 2016).

The cooperative sector holds significant importance in the economic and social fabric of Nepal, particularly in regions like Surkhet Valley. Cooperative organizations, driven by their member-owned and collective nature, play a pivotal role in fostering economic, social, and cultural development within the region. Recognized as an essential pillar of the economy, these cooperatives receive government support to bolster their growth and development. However, the effectiveness of performance evaluation practices within cooperative organizations in Surkhet Valley warrants further exploration. The present study investigated the impact of the evaluation system on employee performance in cooperative organizations within Surkhet Valley. By examining the prevailing performance evaluation practices, assessing employee performance levels, identifying factors influencing performance, and evaluating the effectiveness of the evaluation system, the research aimed to contribute valuable insights to cooperative organizations, their employees, management, and decision-makers. Understanding the impact of evaluation systems on employee performance could lead to informed strategies that promote organizational effectiveness, workforce development, and overall success in the cooperative sector.

## 2. METHODOLOGY

## 2.1 Research Design

The study utilized a quantitative and descriptive research design to explore the impact of performance evaluation systems on employee performance in cooperative organizations within Surkhet Valley. The descriptive design allowed for a comprehensive examination of the variables under investigation, providing a clear picture of the prevailing

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practices and perceptions in the cooperative sector. By employing a quantitative approach, the study aimed to collect and analyze numerical data, enabling researchers to draw statistical inferences and uncover patterns and relationships among the variables.

## 2.2 Study Area

The study was conducted in Surkhet Valley, Nepal, a region known for its significant reliance on cooperative organizations for economic and social development. Surkhet Valley was selected as the study area due to its prominent cooperative sector and its importance in contributing to the economic and social fabric of Nepal.

## 2.3 Population

The population of the study consisted of all managers and chairmen of cooperative organizations in Surkhet Valley. These key decision-makers were chosen as the primary target because of their central roles in the functioning and evaluation processes of cooperative organizations.

## 2.4 Sampling Techniques and Sample Size

A convenient sampling method was employed to select a sample of 120 respondents, including 60 managers and 60 chairmen of the board of directors from various cooperative organizations. The convenient sampling method was chosen due to the practicality and accessibility of reaching out to these key decision-makers within the cooperative sector. Additionally, the sample size of 120 was considered adequate to draw meaningful conclusions about the population and achieve a representative representation of the cooperative organizations in Surkhet Valley.

## 2.5 Data Collection

Primary data was collected using structured questionnaires designed to assess various aspects related to performance evaluation, employee performance, and organizational effectiveness. The questionnaires covered demographic information about the respondents, including age, gender, caste, religious status, marital status, and educational background. Furthermore, the questionnaire included variable-related questions related to the impacts of performance evaluation on employee performance. The use of structured questionnaires ensured consistency in data collection and allowed for efficient data entry and quantitative analysis.

## 2.6 Data Analysis

Descriptive analysis was employed to analyze the data collected from the questionnaires. Statistical tools such as Microsoft Excel were utilized to compute measures of central tendency (mean), measures of dispersion (standard deviation, variance), and frequency distributions. Additionally, a chi-square test was performed to identify any significant associations or relationships between different variables. The descriptive analysis provided valuable insights into the perceptions and practices related to performance evaluation and its impact on employee performance in cooperative organizations.

## 2.7 Ethical Considerations

The study adhered to ethical principles to ensure the confidentiality and privacy of the respondents. Informed consent was obtained from all participants, and they were assured that their participation was voluntary. The data collected were used solely for research purposes, and no identifying information was disclosed. Researchers also took measures to protect the data from unauthorized access and use.

## 3. RESULT AND DISCUSSION

### 3.1 Demographic Characteristics of Respondents (N=120)

The respondents in the study were divided into four age groups, with the largest group representing 42.5 percent of the participants falling between the ages of 25 and 34. The second most significant age group, consisting of individuals aged between 35 and 44, comprised 30 percent of the sample. Those up to the age of 24 constituted 21.7 percent of the participants, while the smallest group, accounting for only 5.8 percent, consisted of individuals aged 45 and above. Similarly, the study achieved a balanced representation of genders, with 52.5 percent of respondents being male and 47.5 percent female. In terms of caste backgrounds, the respondents came from diverse communities. The majority identified themselves as Brahman, representing 38.4 percent of the participants. Chhetri and Janajati were the next prominent groups, making up 28.3 percent and 18.3 percent, respectively. The smallest percentage of respondents belonged to

the Dalit community, comprising 15 percent.

**Table 1: Demographic Characteristics of Respondents (N=120)**

Age Status (years)			
Variables	Frequency	Percent	Standard Deviation
Upto 24	26	21.7	10.96
25-34	51	42.5	
35-44	36	30	
45 and above	7	5.8	
Gender Status			
Male	63	52.5	2.98
Female	57	47.5	
Caste Status			
Brahman	46	38.4	10.35
Chhetri	34	28.3	
Janajati	22	18.3	
Dalit	18	15	
Religious Status			
Hindu	81	67.5	19.13
Buddhist	13	10.8	
Christian	15	12.5	
Others	11	9.2	
Marital Status			
Married	72	60	15.83
Unmarried	45	37.5	
Married but single	3	2.5	
Educational Status			
Under SLC/SEE	7	5.8	9.57
SLC/SEE	19	15.8	
Higher secondary	31	25.8	
Bachelor	36	30	
Masters and above	27	22.6	

Source: Field Survey, 2022

Regarding religious affiliation, Hinduism was the dominant group, with 67.5 percent of the respondents identifying as Hindus. Buddhists constituted 10.8 percent, Christians 12.5 percent, and individuals from other religious affiliations accounted for 9.2 percent. Similarly, the respondents exhibited diverse marital statuses. A significant portion, 60 percent, were married, while 37.5 percent were unmarried. A small percentage, 2.5 percent, indicated being married but single.

The educational background of the participants varied as well. The largest group, comprising 30 percent, had completed their bachelor's degree. The next significant category was those with a higher secondary level education, accounting for 25.8 percent. Participants with masters and above level education constituted 22.6 percent. The lowest representations were found in the groups with under SLC/SEE and SLC/SEE levels of education, making up 5.8 percent and 15.8 percent, respectively.

### 3.2 Position and Duration of the Respondents in the Cooperatives

The table 2 presented that among the respondents, there were two key positions within the cooperatives: "Members of Board of Directors (BOD)" and "Managers." The data indicated that 63 respondents (52.5 percent) were members of the Board of Directors, while the remaining 57 respondents (47.5 percent) held managerial positions. This equal distribution of respondents in both positions ensured a balanced representation of decision-making authorities and operational managers, contributing to a comprehensive understanding of the cooperatives' dynamics.

**Table 2: Position and Duration of involvement of respondents in cooperatives (N=120)**

	Members of BOD	Managers	Total	Chi-square Test ( $\chi^2$ )
Less than 5 years	37 (58.73)	26 (41.27)	63 (52.5)	2.62 at df=1
More than 5 years	26 (45.61)	31 (54.39)	57 (47.5)	
<b>Total</b>	<b>63 (52.5)</b>	<b>57 (47.5)</b>	<b>120 (100)</b>	

Source: Field Survey, 2022

Furthermore, the table provided information on the duration of the respondents' involvement in cooperative organizations. Among the 120 participants, 63 respondents (52.5 percent) had been involved for less than 5 years, and 57 respondents (47.5 percent) had been associated with cooperatives for more than 5 years. This information highlighted the varying levels of experience and commitment among the respondents, with a significant proportion having tenure of more than 5 years, indicating their long-standing engagement with cooperative activities. To analyze the significance of the observed distribution, a Chi-square test ( $\chi^2$ ) was performed with a degree of freedom (df) of 1. The calculated  $\chi^2$  value was 2.62, which suggested that there was no significant difference between the positions and duration of involvement of the respondents in

the cooperatives.

### 3.3 Adaptability

Regarding adaptability to the cooperative environment, a significant majority of respondents (80.8 percent) indicated that they possessed the ability to adapt. This suggested that the cooperative workforce generally demonstrated a high level of flexibility and resilience in responding to varying situations and challenges. On the other hand, 19.2 percent of the respondents expressed that they did not feel confident in their adaptability, indicating the presence of some individuals who may have struggled with adjusting to changing circumstances.

**Table 3: Adaptability of respondents (N=120)**

Ability to Adapt to the Environment of the Cooperative			
Responses	Frequency	Percent	Standard Deviation
Yes	97	80.8	21.27
No	23	19.2	
Performance of Employees on the Basis of Adaptability			
Sometimes	26	21.7	7.98
Always	31	25.8	
Often	39	32.5	
Never	24	20	
Fields of Evaluating the Performance of Employees			
Solving problems creatively	32	26.7	7.95
Dealing with uncertain work situations	41	34.2	
Learning new tasks	33	27.5	
All of the above	14	11.7	
Ability to Handle Work Stress and Crises in the Cooperative			
Yes	97	80.8	28.11
No	0	0	
Don't think so	23	19.2	
Effectiveness of Employees for their Performance			
Very effective	47	39.2	13.35
Effective	73	60.8	
Not so effective	0	0	

Source: Field Survey, 2022

In terms of employee performance based on adaptability, the data revealed a diverse range of responses. While 25.8 percent of the participants reported that employees consistently performed well in adapting to situations, a larger proportion (32.5 percent) mentioned that employee adaptability was often observed. Additionally, 21.7 percent stated that adaptability was seen sometimes, while 20 percent reported that employees rarely or never displayed a strong ability to adapt. These findings indicated that there was room for improvement in enhancing adaptability across the cooperative workforce.

When evaluating employee performance, respondents emphasized several key fields related to adaptability. Dealing with uncertain work situations (34.2 percent) and learning new tasks (27.5 percent) were identified as important aspects for performance evaluation. Additionally, 26.7 percent of respondents considered problem-solving creativity as crucial, while 11.7 percent believed that all of the mentioned fields were vital in assessing employee performance.

Furthermore, the data showed a positive trend in employees' ability to

handle work stress and crises effectively within the cooperative, with a significant majority (80.8 percent) acknowledging this capability. This indicated a workforce that was well-equipped to tackle challenges and maintain composure during demanding situations.

Regarding the overall effectiveness of employees, an overwhelming majority (60.8 percent) of the respondents perceived employees to be effective in their roles, while 39.2 percent rated employees as very effective. Importantly, no respondents considered employees' performance as not so effective. These findings reflected a generally positive view of employee performance within the cooperative organizations.

### 3.4 Communication

The data revealed that a significant majority of respondents (88.3 percent) acknowledged the presence of a conducive environment for communication among employees within the cooperatives. This indicated that the organizations generally fostered an atmosphere that encouraged

open and effective communication among team members. On the other hand, 11.7 percent of the respondents reported the absence of such a communication-friendly environment.

Table 4: Communication among employees in the cooperatives			
Presence of Environment for Communication among Employees			
Responses	Frequency	Percent	Standard Deviation
Yes	106	88.3	28.54
No	14	11.7	
Impacts of Communication on Employee Performance			
Highly	41	34.2	7.03
Moderately	32	26.7	
Low effect	31	25.8	
No effect	16	13.3	
Effectiveness of Evaluation of Communication for Employee Performance			
Very effective	47	39.2	13.47
Effective	73	60.8	
Not so effective	0	0	

Source: Field Survey, 2022

When assessing the impact of communication on employee performance, the respondents had varying opinions. The highest proportion (34.2 percent) indicated that communication had a highly positive impact on employee performance. Additionally, 26.7 percent believed that communication had a moderate effect. On the other hand, 25.8 percent mentioned that the impact of communication was relatively low, and 13.3 percent perceived no significant effect of communication on employee performance.

Regarding the effectiveness of evaluating communication's impact on employee performance, 39.2 percent of the respondents considered it to be very effective. A larger proportion (60.8 percent) rated it as effective. Interestingly, no respondents deemed the evaluation of communication to be not so effective.

### 3.5 Creativity of Employee

Table 5: Creativity of Employment, types, impacts and effectiveness on employee Performance (N=120)			
Creativity of Employment			
Responses	Frequency	Percent	Standard Deviation
Often	58	48.3	13.42
Always	38	31.7	
Sometimes	24	20	
Never	0	0	
Type of Creativity			
Innovativeness	42	35	8.46
Problem solving skill	36	30	
Working skill	33	27.5	
All of the above	9	7.5	
Impacts of Creativity			
Yes	120	100	0
No	0	0	
Don't think so	0	0	
Effectiveness of Creative			
Very effective	51	42.5	8.86
Effective	69	57.5	
Not so effective	0	0	

Source: Field Survey, 2022

Based on the data presented in Table 5, a significant portion of the respondents (48.3 percent) reported that employees were often evaluated based on their creativity, while 31.7 percent mentioned that it happened always, and 20 percent stated it occurred sometimes. These responses indicate that the majority of the participants observed that employees were frequently assessed for their creativity. Regarding the types of creativity that cooperatives considered during evaluation, respondents provided the following responses: 35 percent mentioned innovativeness, 30 percent cited problem-solving skills, 27.5 percent mentioned working skills, and 7.5 percent stated that all of the above aspects were considered. It appears that the majority of respondents indicated that cooperatives primarily evaluated the innovativeness of employees.

Furthermore, all of the respondents (100 percent) agreed that creativity evaluation had an impact on employee performance. This suggests that the assessment of employees' creativity directly influenced their overall performance within the cooperative organizations. Lastly, respondents were asked to evaluate the effectiveness of creativity assessment on employee performance. The data shows that 42.5 percent of respondents considered it to be very effective, while 57.5 percent found it effective. This indicates that a significant proportion of the participants perceived the evaluation of creativity as having a positive impact on enhancing employee performance.

### 3.6 Problem Solving and Decision Making

Based on the data presented in Table 6, all respondents (100 percent) confirmed that cooperatives evaluate their employees based on their problem-solving and decision-making abilities. This indicates that problem-solving and decision-making are essential criteria for employee evaluation within cooperatives, and these skills are valued in the organization. Regarding the basis of the evaluation system, respondents' opinions were distributed as follows: 40 percent mentioned that problem-solving and decision-making are evaluated by observing the work performance of employees, 42.5 percent stated it is based on observing the decisions made by employees, and 17.5 percent reported that both work performance and decisions made by employees are considered. The data shows that the majority of respondents indicated that problem-solving and decision-making are primarily evaluated by observing the decisions made by employees. This suggests that the decision-making process is given significant importance in assessing employees' problem-solving capabilities.

Table 6: Problem Solving and Decision Making of employee (N=120)			
Responses	Frequency	Percent	Standard Deviation
Yes	120	100	0
No	0	0	
Basis of Evaluating System of the Problem Solving and Decision Making of Employees			
By observing the work performance of employees	48	40	17.72
By observing the decisions made by the employees	51	42.5	
Both of the above	21	17.5	
Supportiveness of Problem Solving and Decision Making			
Very supportive	57	47.5	3.03
Supportive	63	52.5	
Not so supportive	0	0	
Effect of Problem Solving and Decision Making of Employee on their Performance			
Highly	51	42.5	8.87
Moderately	69	57.5	
No effect	0	0	

Source: Field Survey, 2022

Furthermore, respondents were asked about the supportiveness of problem-solving and decision-making in the cooperatives' evaluation of employee performance. The data shows that 47.5 percent of respondents perceived it to be very supportive, while 52.5 percent found it to be supportive. There were no respondents who considered problem-solving

and decision-making to be not so supportive in the evaluation process. This indicates that the cooperative organizations are generally supportive of employees' problem-solving and decision-making efforts during the evaluation process, which likely encourages employees to demonstrate these skills effectively. Lastly, respondents' opinions on the effect of problem-solving and decision-making on employee performance were distributed as follows: 42.5 percent believed it had a high effect, while 57.5 percent stated it had a moderate effect. No respondents reported that problem-solving and decision-making had no effect on employee performance. The data indicates that the majority of respondents perceived problem-solving and decision-making to have a moderate effect on employee performance.

### 3.7 Quality of Work

Based on the data presented in Table 7, respondents' opinions on the frequency of quality of work evaluation were distributed as follows: 35 percent mentioned that employees were often evaluated based on the quality of their work, 43.3 percent stated it happened always, and 21.7 percent said it occurred sometimes. This indicates that the majority of respondents reported that employees were consistently evaluated based on the quality of their work, and this aspect was given significant consideration in their performance evaluations. Regarding the considerations made during the evaluation of quality of work, respondents' opinions were distributed as follows: 32.5 percent mentioned that hard work of employees was considered, 28.3 percent cited punctuality, 26.7 percent mentioned discipline in work, and 12.5 percent stated that determination was considered during the evaluation. The data shows that the majority of respondents indicated that hard work of employees was the primary consideration during evaluation, highlighting the significance of employee efforts and dedication in producing quality work.

Table 7: Quality of Work (N=120)			
Evaluation of Employees on the Basis of Quality of their Work			
Responses	Frequency	Percent	SD
Often	42	35	12.89
Always	52	43.3	
Sometimes	26	21.7	
Never	0	0	
Consideration of Action of Work Quality while Evaluating Employee Performance			
Hard work	39	32.5	7.26
Punctuality	34	28.3	
Discipline in work	32	26.7	
Determination	15	12.5	
Others	0	0	
Impacts of Quality of Work on Employee Performance			
Often	38	35	12.34
Always	56	43.3	
Sometimes	26	21.7	
Never	0	0	
Effectiveness of Evaluation System of Quality of Work on Employee Performance			
Very effective	47	39.2	13.45
Effective	73	60.8	
Not so effective	0	0	

Source: Field Survey, 2022

Furthermore, respondents were asked about the impacts of quality of work on employee performance. The data shows that 35 percent of respondents mentioned that quality of work often had impacts on employee performance, 43.3 percent stated it always had impacts, and 21.7 percent said it sometimes had impacts. This indicates that the majority of respondents perceived that the quality of work consistently affected employee performance, emphasizing the direct link between the two. Lastly, respondents' opinions on the effectiveness of the evaluation system for quality of work on employee performance were distributed as follows: 39.2 percent believed it to be very effective, while 60.8 percent

found it effective. No respondents reported that the evaluation system for quality of work was not so effective. The data indicates that the majority of respondents considered the evaluation of quality of work to be effective in assessing employee performance, indicating that the cooperative organizations have a reliable system in place to measure and recognize the impact of work quality on employee performance.

### 3.8 Working with Others/Cooperation

Based on the data presented in Table 8, respondents' opinions on the frequency of evaluation of cooperativeness were distributed as follows: 40.8 percent mentioned that employees were often evaluated based on their cooperativeness, 42.5 percent stated it happened always, and 16.7 percent said it occurred sometimes. This indicates that the majority of respondents reported that employees were consistently evaluated based on their cooperativeness, suggesting that cooperative behavior is considered an important aspect in employee evaluations within cooperative organizations. Regarding the basis of the evaluation system for cooperativeness, respondents' opinions were distributed as follows: 36.7 percent mentioned that cooperativeness was evaluated based on supportive behavior, 17.5 percent cited politeness, 30 percent mentioned helpfulness, and 15.8 percent stated that all of the above aspects were considered during the evaluation. The data shows that the majority of respondents indicated that cooperative behavior is primarily evaluated based on supportive behavior, emphasizing the significance of being supportive and collaborative in the workplace.

Table 8: Working with others/ cooperation (N=120)			
Evaluation System on Employee on the Basis of their Cooperativeness			
Responses	Frequency	Percent	Standard Deviation
Often	49	40.8	18.67
Always	51	42.5	
Sometimes	20	16.7	
Never	0	0	
Basis of Evaluating System of the Cooperativeness of Employee			
Supportive behaviour	44	36.7	11.13
Politeness	21	17.5	
Helpfulness	36	30	
All of the above	19	15.8	
Effectiveness of Evaluation of Cooperative Behaviour of Employees on their Performance			
Very effective	59	49.2	0.72
Effective	61	50.8	
Not so effective	0	0	

Source: Field Survey, 2022

Furthermore, all respondents (100 percent) agreed that cooperation has an impact on employee performance. This indicates that the majority of respondents acknowledged the direct influence of cooperative behavior on employee performance. The data underscores the importance of fostering a cooperative work environment, as cooperative behavior plays a crucial role in enhancing overall employee performance and productivity. Lastly, respondents' opinions on the effectiveness of evaluating cooperative behavior on employee performance were distributed as follows: 49.2 percent believed it to be very effective, while 50.8 percent found it effective. No respondents reported that evaluating cooperative behavior was not so effective. The data indicates that the majority of respondents considered evaluating cooperative behavior to be very effective in assessing employee performance. This positive perception reflects the belief among the respondents that assessing and recognizing cooperative behavior effectively contributes to employee performance and cooperative success.

## 4. CONCLUSION

In conclusion, this study highlights the significant role of performance evaluation systems in enhancing employee performance and organizational effectiveness within cooperative organizations in Surkhet Valley. The research identifies adaptability, effective communication, creativity, problem-solving, and cooperative behavior as crucial factors influencing employee performance. The findings underscore the

importance of fostering a cooperative work environment that recognizes and rewards employees' dedication and hard work while encouraging collaboration. To ensure sustainable growth and development, it is essential for cooperative organizations in Surkhet Valley to implement tailored performance evaluation systems that align with their unique contexts. By prioritizing employee development and motivation, these cooperatives can create a positive and productive work environment, driving overall success and contributing to the economic and social progress of the region.

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