

Examining the Effects of Employee Empowerment through Media Technologies on Job Satisfaction and Employee Engagement in the Digital Era

Dr. Ammad Zafar

Abstract:

Due to technological enhancements, the media sector in Karachi, Pakistan, has seen enormous changes in how employees engage and perform. Employee engagement and job satisfaction are impacted via worker empowerment through media technology, which has grown to be essential. This research sought to investigate the impact of worker empowerment via media technology on job satisfaction and engagement. Three hundred contributors from Karachi's media sector were chosen randomly for a cross-sectional examination, and they were selected by convenience sampling. A 5-Points Likert scale-based closed-ended questionnaire was used to acquire quantitative data, and previous relevant studies were reviewed to accumulate qualitative information. Binary logistic regression analysis was used to study the received data. According to the investigation, worker empowerment through media technologies extensively improves worker engagement and work satisfaction in Karachi's media sector. The analysis of the binary logistic regression evaluation confirmed that the use of media technologies enabled employee empowerment and had a statistically huge beneficial impact on each worker's engagement and satisfaction with the Job (P-value is less than 0.05, 14.444 and 10.417 instances, respectively). The study reached conclusions about worker empowerment via media technologies as a technique for growing Job satisfaction and Employee Engagement inside the media zone in Karachi. This can be done by giving workers greater freedom and flexibility in their jobs and additional chances for interaction and education.

Keywords: Media Technology, Employee Empowerment, Job Satisfaction, Employee Engagement, Pakistan Media Industry

Introduction

In the digital age, media technologies have totally changed how we collaborate, convey, and direct business. Due to late mechanical improvements that have made correspondence, participation, and content creation more compelling and proficient, the media area has encountered impressive changes. The way that specialists work draw in, and see their jobs inside the area has additionally changed due to these turns of events. The media area has made employee empowerment through media innovations an essential part of influencing job commitment and satisfaction.

Employee empowerment affords employees more power over their jobs, independent direction, and vocation improvement (Conger & Kanungo, 1988). Employee empowerment can bring about better work satisfaction, expanded authoritative commitment, and improved performance (Khalil, 2021). Employees presently have more independence and adaptability in their jobs and more opportunities for collaboration and learning because of media advancements, including virtual entertainment stages, cell phones, and cloud-based applications (Zhang & Deng, 2016).

The viability and efficiency of employees inside an organization are impacted by their degree of job satisfaction (Scherer et al., 2011). According to Furnham, Eracleous, and Chamorro-Premuzic (2009), greater levels of job satisfaction are linked to higher levels of employee commitment, motivation, and retention. According to Jia, Zhang, and Zeng (2015), the media sector is renowned for its fast-paced, high-pressure work atmosphere, which can cause job unhappiness among employees. The impact

of employee empowerment via media technologies on industrial job satisfaction must thus be carefully considered.

According to Bakker (2023), employee engagement is the term used to describe employees' emotional commitment to and attachment to their jobs and organizations. Employee engagement may boost organizational performance because engaged workers are more productive, creative, and committed to their jobs (Saks, 2006). Employee involvement is fundamental for results in the media region since it requires high headway, coordinated effort, and adaptability (Gupta, 2019). Since employee empowerment through media headways on a very basic level impacts employee responsibility inside the area, this effect ought to be inspected.

This study looks at the impact of staff empowerment through media progressions on employee responsibility and work satisfaction in the media region in Karachi, Pakistan. One of Pakistan's critical metropolitan regions, Karachi, is prominent for its prospering media region containing print, broadcast, electronic, and high-level media. With the introduction of new media systems and advancement, the media region in Karachi has seen broad changes lately. By analyzing the effects of employee empowerment through media headways on work satisfaction and employee responsibility in this environment, this study closes the gap in the arrangement of current data.

Scope of the study

The media sector in Karachi, Pakistan, is the sole subject of this survey. The survey analyzes how employee empowerment through media advancement affects the empowerment of employees and satisfaction with the job. The survey uses a cross-sectional outline to gather emotional and quantitative data from respondents working in the media sector in Karachi, Pakistan, as well as a review of prior significant assessments.

Rationale of the study

Because of ongoing innovation leap forwards, the media sector has gone through significant changes. The media sector has made employee empowerment through media technologies an essential part of influencing job commitment and satisfaction. The impact of employee empowerment through media innovation on work satisfaction and commitment to the media business in Karachi, Pakistan, has yet to be examined all around. By breaking down the effect of employee empowerment through media technologies on work satisfaction and employee commitment in the media business in Karachi, Pakistan, this study plans to close the hole in the assemblage of current information.

The theoretical foundation

The overarching premise behind this study is based on a literature review and theoretical models that consider how media technologies may empower workers and improve their job satisfaction and engagement. The framework claims that when given access to media technology, employees in the media business are more engaged and satisfied with their work (Conger & Kanungo, 1988). The research also considers job satisfaction and employee engagement as essential elements of successful firms (Saks, 2006). In addition to a review of earlier pertinent research, the study employs a cross-sectional survey to collect qualitative and quantitative data from respondents working in Karachi, Pakistan's media industry.

This study aligns with the wider body of knowledge on employee involvement and work satisfaction. The Job Characteristics Model, Social Exchange Theory, and Self-Determination Theory, among other ideas, all contend that aspects like autonomy, task variety, social support, and technology can greatly impact job satisfaction and employee engagement. These issues can be overcome and help create a productive workplace that promotes

satisfaction and participation by using media technology as a tool for empowerment (Kumburu, 2021).

Problem Statement:

Jia, Zhang, and Zeng (2015) claim that the media industry is well known for its intense, quick-paced work environment, which can lead to employee dissatisfaction. If employees are empowered by media technology, the media industry may gain from higher work satisfaction and employee engagement. However, much research still needs to be done on how employee empowerment via media technology affects job satisfaction and engagement in Karachi, Pakistan. In Karachi, Pakistan's media industry, this research examines how employee empowerment through media technology affects employee engagement and job satisfaction.

Research Questions:

The following research questions will serve as a guide for this study:

RQ1: How does employee empowerment in media technology affect employee engagement in the media business in Karachi, Pakistan?

RQ2: How does the empowerment of staff facilitated by media technology in Pakistan's media business in Karachi affect job satisfaction?

Research Objective:

Investigating the impact of employee empowerment through media technologies on work satisfaction and employee engagement in the media business in Karachi, Pakistan, is the major goal of this study. The study's particular goals are as follows:

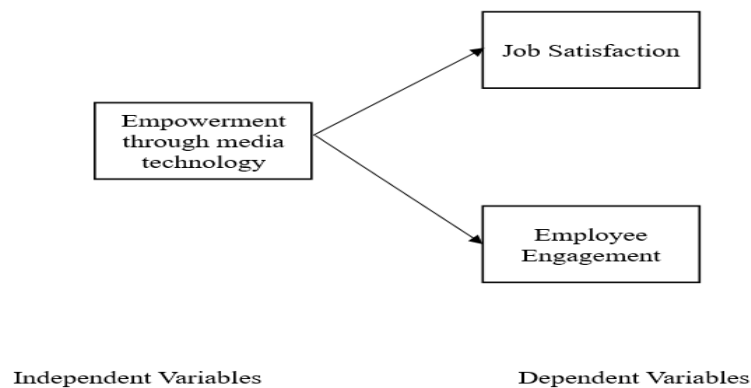
1. To research the effects of employee empowerment on work satisfaction in the media sector in Karachi, Pakistan, using media technologies.
2. To investigate how employee empowerment through media technology affects employee engagement in Karachi, Pakistan's media sector.

Conceptual Framework:

The underlying theory for this study is based on a literature analysis and theoretical models that examine how media technologies may empower employees and how that influences their job happiness and engagement. According to the framework, media sector employees are more engaged and have greater job satisfaction when empowered by media technology.

The study's independent Variable is empowering staff through media technology. The dependent variables are employee involvement and job satisfaction. According to the framework, employee engagement and job satisfaction will increase as media technologies enable greater employee empowerment.

Figure 1: Conceptual Model for Dependent and Independent Variables



Research Hypotheses

In this investigation, the pursuing theories will be tested:

H₁: In the media sector, job satisfaction is positively impacted by empowering staff through media technology.

H₂: Employee empowerment through media technology positively impacts employee engagement in the media sector.

Significance of the study

The media sector in Karachi, Pakistan, will be significantly impacted by this study. The study's findings can assist media companies in comprehending the advantages of empowering employees with media technology and how doing so can increase satisfaction and engagement. The study can also assist firms in creating plans for employee empowerment and enhancing organizational performance by informing human resource policies and practices in the media sector. The research can also add to the body of knowledge already available on worker engagement, job fulfilment, and empowerment in the age of media technology.

Literature Review:

Media technologies are becoming urgent for workplace employee empowerment in old age. Due to media development, employees can now successfully get information, partner with associates, and deal with their obligations. The target of this assessment study is to check out the impact of employee empowerment through media technologies on work satisfaction and staff responsibility.

Employee Empowerment: A basic piece of an affiliation's success is employee empowerment. According to Ahearne, Mathieu, and Rapp (2005), employee empowerment interfaces with how much experts feel talented and can impact dynamic cycles. Employees with more unmistakable power will undoubtedly be secured and pushed to work, which lifts results and performance.

People can relate, exchange information, and collaborate by utilizing the devices and groundwork of media advancement. Organizations use media developments like email, messaging, video conferencing, and online diversion to empower collaboration and correspondence among employees.

Job Satisfaction: The level of employee delight at work is known as job satisfaction. Job freedom, job strength, and the capacity to accomplish critical work are a couple of characteristics that influence job satisfaction. According to investigations, media technologies empower employees to help their job progress. As demonstrated by Lee and Chen (2018), allowing employees to voice their points of view, inspect contemplations, and connect points with partners through virtual diversion stages can assist with workspace satisfaction.

The level of employee satisfaction with their work is insinuated as job satisfaction. According to investigations, programs for seeing employees well influence work satisfaction. Employee affirmation programs, according to Cao, Wang, and Wang (2019), support job satisfaction by giving workers a sensation of progress and insistence on their determined exertion. Additionally, employee points of view on respectability, a fundamental part of work satisfaction, can be further developed through employee appreciation programs. Employee performance is critically dependent on job satisfaction. According to research, a supportive company culture significantly affects employee happiness. A strong company culture generates a sense of loyalty and

dedication among employees, claim Li, Wang, and Liu (2019). Higher levels of work satisfaction follow from this. Another crucial element in work satisfaction is the opportunity for growth and development, which a company with a strong culture may offer employees.

The performance of employees depends heavily on job happiness. According to research, satisfaction with a job is significantly impacted by employee motivation. Motivated employees are more likely to be content with their jobs, claim Latham and Pinder (2005). A supportive workplace culture and strong leadership may also increase job satisfaction.

Employee Engagement:

Employee involvement measures how emotionally involved individuals are in their jobs and how dedicated they are to accomplishing organizational goals. Employee engagement has been favorably correlated with empowering staff through media technology. Nguni, Slegers, and Denessen (2006) claim that employee empowerment through technology can boost employee engagement by giving employees access to information, chances for cooperation, and the capacity to participate in decision-making processes.

Employee involvement measures how emotionally involved individuals are in their jobs and how dedicated they are to accomplishing organizational goals. Employee engagement has been proven to increase due to employee appreciation initiatives. According to Breevaart, Bakker, and Demerouti (2015), employee recognition programs promote employee engagement by giving workers a sense of pride and identification with the company. Employee views of support from the company, a crucial element of employee engagement, may also be improved via employee appreciation programs.

Employee Recognition Programs:

Programs for employee appreciation are official or informal initiatives that thank employees for their contributions to the company. These initiatives can come in various shapes, such as rewards, promotions, awards, and public acknowledgment. Employee morale, work satisfaction, and engagement are all goals of employee appreciation programs (Kumburu, 2021).

Organizational Culture:

The common values, opinions, and customs that characterize an organization are its organizational culture. A foundation for how things are done inside the business is provided by organizational culture, which impacts employee attitudes and actions. An organization's culture should encourage creativity, teamwork, open communication, and collaboration (Kumburu, 2021).

Employee Performance:

The performance of the workforce is a major factor in an organization's success. An organization's culture may significantly impact employee performance. A strong company culture supports employee engagement, which is a crucial factor in determining employee performance, according to Tims, Bakker, and Xanthopoulou (2011).

Employee Motivation:

Workers' desire and zeal to carry out their duties well are called employee motivation. Motivated employees are more likely to be involved in their work, have a favorable attitude about their employment, and be dedicated to helping the company reach its objectives. On the other hand, extrinsic motivation is motivated by incentives from outside sources, whereas intrinsic motivation is driven by personal fulfillment (Kumburu, 2021).

Employee Performance:

The performance of the workforce is a major factor in an organization's success. Staff motivation has a big influence on performance, according to research. Motivated employees are likelier to carry out their tasks successfully and effectively, claim Gagné and Deci (2005). Additionally, motivated workers are more likely to be inventive, flexible, and creative, all essential for high productivity.

Research Methodology:

This research employs a mixed-methods approach, utilizing both qualitative and quantitative research designs and approaches. The targeted population for this study is employees from the media industry in Karachi, Pakistan, and the unit of analysis is the respondents from the media industry. A sample size of 300 was selected through convenience sampling. Data was collected using a close-ended questionnaire based on a 5-point Likert scale, distributed electronically via WhatsApp. Prior consent for data collection was obtained from the respondents before they completed the questionnaire. The data collection type was quantitative, collected through cross-sectional survey, and qualitative, collected through a review of past relevant studies. The data collection procedure was designed to ensure the confidentiality and privacy of the collected data. However, limitations of this research methodology include potential biases due to convenience sampling and the self-reported nature of the data collected. Ethical considerations were taken into account during the data collection process to ensure that the respondents' rights were protected and that no harm was caused.

Analysis and Interpretation:

Table 01: Percentages of respondents believed empowerment through media technology.

Response	Percentage
No	21.6
Yes	78.4
Total	100.0

Table 01 shows that out of the total respondents, 78.4% believed in empowerment through media technology, while 21.6% did not. This analysis indicates that most respondents acknowledged the role of media technology in empowering employees.

Table 02: Percentages of respondents satisfied with the job.

Response	Percentage
No	24.3
Yes	75.7
Total	100.0

Table 02 shows the results on job satisfaction among respondents. The table shows that 75.7% of the respondents were satisfied with

their job, while 24.3% of the respondents were not satisfied with their job.

Table 03: Percentages of respondent for Employee Engagement

Response	Percentage
No	21.6
Yes	78.4
Total	100.0

Table 03 shows the results on employee engagement among respondents. The table shows that 78.4% of the respondents were engaged in their work, while 21.6% of the respondents were not involved in their work.

Binary Logistic Regression Analysis:

The study used binary logistic regression analysis to ascertain the connection between job satisfaction and media technology-enabled empowerment. Based on the values of the independent variables, binary logistic regression determines the likelihood that an event (such as job satisfaction or staff engagement) will occur. This study offers crucial information regarding the direction and intensity of the correlations between the independent variables and the likelihood of the binary outcomes. Using binary logistic analysis, the study evaluated the impacts of empowerment through media technology on the possibility of job satisfaction

and employee engagement in a more comprehensive and statistically relevant way. Tables 06 and 08 present the findings.

Effect of Empowerment Through Media Technology on Job Satisfaction

Table 05: Model Summary for Binary Logistic Regression Analysis

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	33.854 ^a	0.177	0.264

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than 0.001.

Table 05 provides the model summary for the binary logistic regression analysis. The Cox & Snell R Square value of 0.177 and Nagelkerke R Square value of 0.264 indicate that the empowerment through media technology variable explains a significant amount of the variance in job satisfaction.

Table 06: Variables in the Equation for Binary Logistic Regression Analysis

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1 ^a	Empowerment Through Media Technology (1)	2.343	0.907	6.670	1	0.010	10.417
	Constant	-0.511	0.730	0.489	1	0.484	0.600
a. Variable(s) entered on step 1: Empowerment Through Media Technology.							

Table 06 depicts the variables in the binary logistic regression analysis equation. The Empowerment Through Media Technology (1) variable has a significant positive coefficient of 2.343, indicating that empowerment through media technology has a significant positive effect on job satisfaction. The constant has a negative coefficient of -0.511. The study interprets that the on-time change in empowerment through technology can increase job satisfaction by 10.417 times.

Effect of Empowerment Through Media Technology on Employee Engagement

Table 07: Model Summary for Binary Logistic Regression Analysis

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	29.875a	0.211	0.325

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than 0.001.

Employee engagement variation is significantly explained by the empowerment via media technology variable, according to the Cox & Snell R Square value of 0.211 and the Nagelkerke R Square value of 0.325.

Table 08: Variables in the Equation for Binary Logistic Regression Analysis

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1 ^a	Empowerment Through Media Technology (1)	2.670	0.951	7.878	1	0.005	14.444
	Constant	-0.511	0.730	0.489	1	0.484	0.600
a. Variable(s) entered on step 1: Empowerment Through Media Technology.							

Empowerment via media technology has a considerable positive influence on employee engagement, shown in Table 07 by the significant positive coefficient of 2.670 for the Empowerment through Media Technology (1) variable. The study found that quick adjustments to worker empowerment through technology might increase engagement by 14.444 times.

Discussion:

The findings show that empowering personnel through media technology in the media industry significantly and favorably impacts employee engagement and work satisfaction. These results offer insightful information for media companies, highlighting the need to implement successful plans to equip staff with media technologies. In the dynamic and ever-changing media sector, achieving this enables organizations to boost work

happiness and employee engagement, improving performance, productivity, and overall success.

H₁, the results are consistent with the premise that empowering employees with media technology improves job satisfaction in the media industry. The substantial positive coefficient ($B = 2.343$, $p < 0.005$) indicates that employees' job satisfaction rises because of access to media technologies. According to the associated odds ratio ($\text{Exp}(B) = 10.417$), there is an approximately 10.417-times greater chance of job satisfaction for every unit increase in staff empowerment through media technology. These findings offer compelling evidence that equipping workers with media technology benefits job satisfaction in the media industry.

H₂, the findings also support that employee empowerment through media technology favors staff engagement in the media industry. The significant positive coefficient ($B = 2.670$, $p < 0.005$) indicates that employees' engagement level rises as they become more empowered by media technology. According to the associated chances ratio ($\text{Exp}(B) = 14.444$), there is an approximately 14.444-times greater chance of employee involvement for every unit increase in worker empowerment through media technology. These results demonstrate the beneficial correlation between employees' participation in the media industry and their access to media technologies.

In Karachi, Pakistan's media industry, employee engagement and job satisfaction are positively impacted by media technologies that give employees more control over their work. The logistic regression analysis results show that empowerment through media technology strongly predicts employee engagement and work satisfaction. This outcome is consistent with previous research (Zhang & Deng, 2016), which shows that providing employees access to technology can increase their job satisfaction and engagement.

The premise that employee empowerment through media technologies is crucial for job satisfaction and engagement among employees is supported by the qualitative data amassed through the examination of previous research and literature. According to the respondents, media technologies have improved their ability to work more closely with coworkers, get information more rapidly, and exert greater influence over their projects. These results are consistent with earlier studies that demonstrated the positive effects of media technology on learning, communication, and teamwork (Huang et al., 2015; Raza et al., 2021).

The study's findings have several ramifications for enterprises in the media sector. First and foremost, businesses must spend money on media technologies that may give workers more control over their work and freedom. This investment may increase work satisfaction, employee engagement, and organizational success. To guarantee that employees can utilize media technologies successfully and efficiently, firms should teach and assist them. Employees who complete this course will be better equipped to collaborate, find information faster, and exert more influence over their jobs.

Conclusion:

This research sought to investigate the impact of employee empowerment through media technology on work satisfaction and employee engagement. The study is based on a mixed approach, i.e., qualitative and quantitative. A close-ended questionnaire based on a points Likert scale was used to gather quantitative data, and past relevant studies were reviewed to gather qualitative data. Furthermore, the study employed binary logistic regression analysis to find the relationship among the variables. According to the study's findings, there is a strong positive correlation between employee engagement, job satisfaction, and empowerment through media technology. The

independent Variable, employee empowerment through media technology, has a significant impact of 10.417 times on employee job satisfaction and 14.444 times on employee engagement. By stressing the significance of employee empowerment through media technologies in enhancing work satisfaction and employee engagement within the media sector, this study adds to the body of current material.

Recommendations:

- The media sector should focus on developing technology to raise employee engagement and job satisfaction.
- The media sector must implement various training activities that enable staff to use media technology efficiently.
- Media firms should invest the resources and tools employees need to use media technology properly.
- Utilizing media technology to aid communication and information exchange, organizations should support and cultivate a culture of creativity and cooperation within their workforce.
- Employers should provide their staff members the chance to advance their careers and use media technology to give them access to training and education.

Limitations of Research:

Because of the convenience sampling technique utilized in the study, it is possible that the results cannot be applied to a larger population. Second, because the research was done in Karachi, Pakistan, it is possible that the results cannot be extrapolated to other areas or nations. Moreover, the study utilized a cross-sectional survey design, which may limit the ability to establish causality between variables.

Future Research:

Future studies could examine contextual factors, individual differences, leadership styles, work-life integration, organizational support, long-term effects, and comparative studies across industries to examine how employee empowerment through media technologies affects job satisfaction and engagement in the digital era. By looking at these areas, researchers can learn more about how these characteristics interact with employee empowerment and its effects on job satisfaction and engagement. This information can help create specialized strategies and actions that support an encouraging and empowering workplace, improve organizational performance, and satisfy the changing demands of the digital age.

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