

Addis Ababa
University
(Since 1950)



**Addis Ababa University College of Business and Economics School of
Commerce**

**The Effect of Employee Empowerment Practice on the Employees'
Performance in Panafric Global PLC**

**A Research Project Work Submitted to the School of Commerce Addis Ababa University
in Partial Fulfillment for Master of Business Leadership**

By Hanna Gebreyesus

ID NO.GSE/9825/10

Advisor: Mengistu Bogale (PhD)

June,2020

Statement of Declaration

I, Hanna Gebreyesus, declare that this project entitled: "The Effect of Employee Empowerment on the Employee's performance: The case of Panafric Global PLC" is my original work under the guidance and supervision of Mengistu Bogale (PhD). I also declare that all sources of materials used for this thesis have been duly acknowledged.

Name: Hanna Gebreyesus

Signature: _____

Date: _____

Statement of Certification

This is to certify that Hanna Gebreyesus has carried out this research project work on the topic entitled “The Effect of Employee Empowerment on the Employee’s performance: in Panafric Global PLC (PAG)” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfilment for the requirements of the award of Masters of Art in Business Leadership.

Name: Mengistu Bogale (PhD)

Signature: -----

Date: -----

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINESS AND
ECONOMICS SCHOOL OF COMMERCE**

**The Effect of Employee Empowerment on Employees' Performance in Panafric Global
PLC (PAG)**

By Hanna Gebreyesus

Approved by the Board of Examiners

Advisor	Signature	Date
Mengistu Bogale (PhD)	_____	_____
Internal Examiner Name	Signature	Date
_____	_____	_____
External Examiner Name	Signature	Date
_____	_____	_____

ACKNOWLEDGEMENT

First and for Most I Would like to thank The Almighty **GOD** and his great Virgin Mother of **GOD**, **MERY** for the endless love and support and opportunities throughout my life. Up Next I want to thank my advisor Mengistu Bogale(PhD) for his professional support and constructive comments . Also I want to thank the employees of PAG for their genuine support on providing the necessary data for this study. Last but not least all my family members deserve to be thanked for their patience and support in my life, specially my Mom and Dad.

ABSTRACT	ix
CHAPTER ONE.....	1
Introduction	1
1.1 Background of the study.....	1
Background of the organization	3
1.2 Statement of the problem.....	3
1.3 Objective of the study.....	4
General Objective	4
Specific Objective.....	4
1.4 Research Questions	5
1.5 Significance of the study.....	5
1.6 Scope of the study.....	5
1.7 Limitation of the study.....	6
1.8 Organization of the paper	6
1.9 Definition of Terms.....	6
CHAPTER TWO.....	7
REVIEW OF RELATED LITERATURE.....	7
2.1. Theoretical Review.....	7
2.1.1. Employee Empowerment.....	7
A) Psychological empowerment.....	9
B) Socio-structural empowerment	9
2.1.2. Empowering Practice	10
A) Training and development	10
B) Decision Making Power	10
C) Awarding Employees.....	11
2.1.3. Employee Performance.....	11
2.2. Empirical Review	13
2.3. Conceptual Framework.....	15
CHAPTER THREE.....	17
RESEARCH DESIGN AND METHODOLOGY.....	17
3.1. Research Design	17
3.2. Research Approach.....	17
3.3. Sample Design and Target population	17
3.4. Data Collection Instrument.....	18

3.5. Data Analysis Method.....	18
3.6. Validity, Reliability and Ethics.....	19
CHAPTER FOUR	20
DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	20
4.1. Response Rate	20
4.2. Demographic Background.....	20
4.2.1 Gender of respondent.....	22
4.2.2. Department respondents	22
4.2.3 Education Level.....	22
4.2.4. Position/Designation.....	22
4.2.5. Work Experience in PAG	22
4.2.6. Total Work Experience	23
4.2.7. Frequency of Training.....	23
4.3 Descriptive Analysis for Employee Training	23
4.4 Descriptive Analysis for Award System.....	26
4.5 Descriptive Analysis for Decision Making Power.....	27
4.6 Descriptive Analysis for Employee Performance.....	30
4.7 The Relationship between Employee Empowerment practices and Employee Performance.....	33
CHAPTER FIVE.....	36
SUMMARY, CONCLUSION, AND RECOMMENDATION	36
5.1. Major Findings and conclusion.....	36
5.2 Recommendations.....	37
Reference:.....	38
Appendix.....	44

LIST OF TABLES

Table 3.1 Reliability test of Variables-----	21
Table 4.1: Demographic Characteristics of Respondents-----	24
Table 4.2 Descriptive statistics of Employee Training-----	27
Table 4.3 Descriptive statistics of Award -----	29
Table 4.4 Descriptive statistics of Making Power-----	31
Table 4.5 Descriptive statistics of Employee Performance -----	34
Table 4.6 Correlations -----	36
Table 4.7 R ² -Value (Coefficient of determination)-----	37
Table 4.8 Coefficients -----	37
Table 4.9 ANOVA-----	38

List of Abbreviations

PAG- Panafric Global PLC

SPSS- Statistical Package for Social Science

SD- Strongly Disagree

D-Disagree

U-Undefined

A-Agree

SA-Strongly Agree

ABSTRACT

The aim of this research is to investigate the relationship between empowerment factors and employee performance in the Service sector (Freight Forwarding Company). It also aims to examine the impact of empowerment on the performance of employees. The questionnaires were sent to 50 randomly selected respondents from three branches to fill it. Both descriptive and explanatory method was used to make the analysis. The findings indicate that employees in PAG find that empowerment moderately influences employee performance. Training practice affects employee performance positively and significantly, Award practice has a negative and insignificant effect on employee performance and decision making has a positive and insignificant effect on employee performance. There is significant correlation between the factors of empowerment and employee performance. Employees feel that when they are empowered with participation in decision making, Awarded with a transparent system by which everyone is participating, and trained based on need assessment, their performance will improve significantly. The implications of these findings are discussed and suggestions for future research are also identified and proposed.

Keywords: Empowerment, Performance, Training, Award, Decision Making

CHAPTER ONE

Introduction

1.1 Background of the study

Different researches have defined employee empowerment from different perspectives. From process and dimensions of empowerment perspectives researchers such as Pet and Miller defined employee empowerment as a concept of enabling subordinates to have the authority and capacity to make decisions and to act for the organization in order to improve both individual motivation and organizational productivity (Elmuti, 1997).

A more operational-level and process-oriented definition of empowerment was offered by Bowen and Lawler. They define empowerment “as sharing with front-line employees the information about an organization’s performance, information about rewards based on the organization’s performance, knowledge that enables employees to understand and contribute to organizational performance, and giving employees the power to make decisions that influence organizational direction and performance”(Ugbaro and Obeng, 2000)

The concept of empowerment includes maximum flexibility and freedom to make work-related decisions. Personal factors that facilitate empowerment at the individual level are: job challenges, enthusiasm, competence, maturity, self-esteem, etc. Most of these factors can be enhanced through training and development, as they play a catalytic role in encouraging staff empowerment and involvement (Kumar and Ananda, 2017)

A competent and active service worker is needed in the competitive world to speed up organizations, improve service quality, be more efficient and profitable (Green, & Heywood, 2008). Priorities for empowerment and the empowerment of service workers include very useful basics like incentives, facts, knowledge and power (Gilbert, 1993).

By encouraging workers, many companies conclude that customer satisfaction is likely to eventually increase income (Keller, & Dansereau, 1995). Empowered employees often increasing the overall level of employee satisfaction when motivating workers.

Organizations often vary their internal and external atmosphere, thus creating challenges for the development and management of human capacity. It preserves good business

results when the company encounters new problems in good time (Mushra & Garg, 2016). Continuous improvement of the organization of balance in the balance between creative stress and capability growth is important. There are managers who are motivated to identify and apply effective management methods through marketing accountability to stress incredible trends and increase profits (Motamarri, Akter, & Yanamandram, 2017).

According to Sharma and Bhati (2017), it is necessary to identify factors that improve employee empowerment skills and improve a firm 's effectiveness. This point of view indicates that an empowered company is one in which directors oversee a greater number of individuals and delegate additional options to junior staff. Work as a supervisor and enable employees to solve their problems, Employees, they have completed their duties (Ugboro, & Obeng, 2000). Bosses empowering subordinates by assigning duties to them prompts subordinates who are happier with their pioneers and see them as being reasonable and thus able to achieve the predominance of desires. The increasing number of profits and non-profit organizations are implementing the staff empowerment system to achieve better performance (Movahedi, & Azarpira, 2016).

Employee empowerment, which came up in 1990s, is known as one of the new management concepts (Hanold, 1997). However, when the relevant literature is analyzed, this concept is understood to have a longer history than previously thought (Nykodym ,1994 ;Wilkinson, 1998). With its roots Human Rights Movement“ of 1950 and 1960s, empowerment has rather closely related to the various concepts and techniques designed to democratize the work-place (Elmuti, 1997: 233). In fact empowerment was given place in the publications of Pre-1990 that discussed topics such as work enrichment, participative management, employee motivation, total quality -control, individual development, quality circles and strategic planning. Without any doubt, perceptible increase in the number of articles related to employee empowerment was seen after 1990s (Honold, 1997)

The Employees of a company, different from other resources are of the type that cannot be imitated. For this reason, it has a strategic role to be effective to gain differentiation competence of company and to differentiating. However, human resource in company has to meet the requirements for this role in terms of qualifications and power in order to

take over such a role which enhance the employees' performance and the organization's performance as well

Background of the organization

Panafric Global was established in 1993 G.C, Serving a growing base of customers around the world, leading provider of multimodal transportation and logistics services. The package of value-added services includes international freight forwarding; intermodal trucking, document preparation, cargo insurance provision, customs formalities, foreign collections, freight consolidation and international trade management and consulting. It has 164 permanent staffs and from 50-70 temporary employees with 10 different branches.

1.2 Statement of the problem

Globalization has opened up various opportunities and challenges for organizations to compete internationally. Besides technological advancement, a developed, competent and empowered workforce will give organizations an edge over its competitors. Studies on empowerment have shown that it has a strong correlation to employee performance in terms of higher productivity, job satisfaction and reduction in staff turnover in organizations (Ongori, 2007). This leads to the question of —Is this correlation applicable to the case of Panafric Global PLC.

Brown and Lawlers, (1995) and Caudron,(1995) identified the following as empowerment practices; sharing information about goals, training, helping management learn to empower others (coaching), empowering working teams gradually, and systematic, decision-making, providing access to job related knowledge and skills, granting discretion to change work process and provision of resources needed to make improvements. Effective management requires that empowerment be sincere, based on mutual trust, accompanied by relevant information for the employees to carry out their tasks. Employee empowerment activities include employee training, Reward of Employees and participatory decision making.

As per the Rodalh's Empowerment Model, Empowering Practices such as Provide

direction and training for new skills, Provide encouragement and support for change, Create a new decision making rules that support empowerment, Use heavy doses of training contributes much to the individual performance which is measured by the output .(Randolph, 1995).

As per the meeting minute report of Panafric Global PLC from 2018, there is a gap in the exercise of Employee empowerment practice in consistent and transparent way. In order to empower and enhance employee's performance, training should be given based on need assessment, employees are supposed to have common vision about the organization and they need to be participated in decision making. So, without the empowerment activities like training, Awarding in a way that is transparent, and Participatory decision making, an organization couldn't bring significant effect on employee performance. No study has been conducted in the area at PAG and as a result, this research examined whether empowerment practices affect employee performance, and also to identify whether empowerment practices are implemented at PAG.

1.3 Objective of the study

General Objective

The objective of the study is to identify the employee empowerment practices and to explain the effect employee empowerment practices on employee performance.

Specific Objective

- ✓ To assess whether employee training is given based on need assessment to enhance employee performance at PAG.
- ✓ To identify practices of participatory decision-making activities to increase employee performance

- ✓ To identify the existence of Award system in a transparent way in PAG.

1.4 Research Questions

- ✓ What are the effect of empowerment practices (employee training, Award system and Participatory decisions making) on employee performance?
- ✓ Is there employee training given based on need assessment at PAG to enhance employee performance?
- ✓ Does PAG exercise Award system to build employee performance?
- ✓ Does PAG apply participatory decision making activities to increase employee performance?

1.5 Significance of the study

- ✓ This study will give insight to the management of PAG on how empowerment can significantly affect the performance of the employee and what majors should be taken to fill the gaps observed.
- ✓ Other organizations can also use this study in order to assess the situation of their company in relation to empowerment of employees and its effect on the individual performance and organization's performance.
- ✓ Also this study can be an input for further research.

1.6 Scope of the study

The study included randomly selected employees of PAG that are located in the branches of Addis Ababa (Head Office, Kality, Airport, Bole lemi) and the reason to choose this branches is due to most of the employees are located there. The study focused on assessing the existence of the practice of different variables such as Training and development, awarding system, decision making practice and how these variables affect the employee performance.

1.7 Limitation of the study

The study cannot include every employee of the company due to accessibility problem and because of the current issue of COVID-19; it is not possible to get every employee of the company. An employee whose email address is available was only contacted for the purpose of questionnaire.

1.8 Organization of the paper

The paper is organized into five chapters. The first deals with the introductory part of the paper. The introduction covers background of the research, the background of the organization, statement of the problem, research question, research objectives, significance of the study, scope of the study and limitation of the study. Chapter two deals with related literature review (Theoretical and Empirical). Chapter three regard with the research methodology that is used to collect and analyse the data. Chapter four provided data presentation, analysis and discussion & findings of the result. Finally, chapter five deals with summary of findings, conclusion, recommendation, suggestion for future research, lists of references and appendix.

1.9 Definition of Terms

Empowerment: is enhancing the capacity of employees

Performance: is the level or the degree of accomplishment of the given task

Training: coaching and nurturing so as to empower employee

Award: Recognition of the performance of employees.

Participatory decision making: decentralized the decision making authority or authorize the subordinates to take their own decision.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1. Employee Empowerment

The meaning of empowerment has been the subject of great debate and remains, at present, a poorly defined concept. In general terms, empowerment can be defined as a collection of practices that combine information sharing, delegation of authority, and increased employee autonomy (Randolph, 2000). Neda & Sankar, (2019) found that the empowerment aims to give workers the powers and responsibilities and enhance their self-confidence and give them the freedom to perform the work according to the way they see fit without the intervention of direct management. The performance of employees is the final product sought by all organizations, which is an indicator of the performance of the organization.

Honold (1997) empowerment has become the most important way to increase the efficiency of the employee, at all the level to use their abilities to improve the performance of the organization and also increase the quality of their work. On the other hand, the employee empowerment is the systematic process to increase the efficiency of the employee by using some tools and technique, employee empowerment is the proper authority and responsibility to the employee to deal with the ultimate customer as service. According to Olshfski and Cunningham (1998), empowerment is about delegation or sharing of power, authority or responsibility by those in the organizational structure to those lower levels of the organization. This in essence is the process of decentralizing decision-making in an organization where managers give more discretion and autonomy to the front-line managers.

Conger and Kanungo (1988), define empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. Brewer (1994), lending

support to Conger and Kanungo's definition, posits that empowerment entails suggestion involvement that culminates into suggestion schemes, quality circles and job involvement where employees are in control of their jobs by designing job content. Collins, (1995) argues that democratic empowerment, represents a much more active, or activist model of empowerment that is representative of a process whereby workers gain or assume power and represent a process in which workers "act with a greater grasp and sense of their own powers". Consequently, empowerment only truly occurs when workers actively take the initiative and attempt to wrest control from managers. Demirci and eras (2010) say that employee empowerment a sole style of management where managers discuss about various work -related problems and activities with the employees of the organization.

Honold (1997) empowerment has become the most important way to increase the efficiency of the employee, at all the level to use their abilities to improve the performance of the organization and also increased the quality of their work. On the other hand, the employee empowerment is the systematic process to increase the efficiency of the employee by using some tools and technique. Caudron (1995) employee empowerment is a process which influences the employees to provide job satisfaction. Karakoc (2009) employee empowerment is a vital concept of management which improves the knowledge, skill, and talent of the employees at the top level which gives employees satisfaction. Greasley (2005) employee empowerment is a commitment and sense of belonging to the organization which gives job satisfaction. Lashley (2000) employee empowerment is a strategy and philosophy that gives employees to make decisions about their jobs and helps employees through their work and take responsibility for their results.

Empowering employees allows organizations to be more responsive and flexible and also can lead to improvement in both organizational and individual performance (Meyerson & Dewettinck, 2012). Empowerment as a motivational construct; empowerment in the comparative structures happens when the power is moving from upper to lower level and as a result workers feel a sense of ownership and manage over their career (Canger and Kanungo, 1988). People are empowered will feel so much energy and control (Taktaz,

Shabaani, Kheyri and Rahemipoor, 2012). Pastor (1996) state that empowerment as a phenomenon that individuals take responsibility for their actions that this definition focuses on the importance of individuals in the successful implementation of empowerment.

A) Psychological empowerment

Psychological empowerment refers to a set of psychological states which are necessary for individuals to feel a sense of control over their work. Instead of focusing on management practices that share power with employees at all levels, the psychological perspective focuses on how employees experience their work. This perspective refers to empowerment as a personal belief that employees have a role to play in relation to the organization. The paper which inspired researchers to think differently about empowerment was a conceptual piece by Conger and Kanungo (1988). They argued that the social-structural perspective was incomplete because the empowering management practices discussed above would have little impact on employees if they had no sense of self-efficacy. In their view, empowerment was a "process of enhancing the sense of self-efficacy among organizational members by identifying [and removing] conditions that foster powerlessness" (Conger & Kanung).1988, p. 484).

Thomas and Velthouse (1990) extended Conger and Kanungo 's ideas with the development of a theoretical framework for articulating empowerment as an intrinsic task motivation manifested in four cognitions that reflect their orientation towards work. Rather than a dispositional trait, Thomas and Velthouse defined empowerment as a set of cognitions or states influenced by a work environment that helps to create an active - orientation to one's job.

B) Socio-structural empowerment

The essence of the social-structural perspective on empowerment is the idea of sharing power between superiors and subordinates with the aim of cascading the relevant decision-making power to a lower level of organizational hierarchy (Liden & Arad, 1996).

Empowerment from the social-structural point of view is the sharing of power (i.e. formal authority or control over organizational resources; Conger & Kanungo, 1988) through the delegation of responsibility throughout the organizational chain of command. By sharing decision-making power, top management may therefore have more time to think strategically and innovatively about how to move the organization forward. In this perspective, power means having formal authority or control over organizational resources and the ability to make decisions that are relevant to a person's job or role (Lawler, 1986). Relevance is key empowered employees have the power to make decisions that fall within the scope and scope of their work.

2.1.2. Empowering Practice

A) Training and development

Educative efforts enable employees to build knowledge, skills, and abilities -- not only to do their own jobs better but also to learn about skills and the economics of the larger organization (Lawler, 1996). Employee preparation is focused on the credence that a successful investment is to grow s kills internally. Training and development strategies are used by the best rivals who promote empowerment to enhance the workforce's ability to execute their business plan as developing workforce skills is one way to build a competitive edge (Schuler and Werner, 2009).

The key aim of inspiring workers is to make better use of their workplace knowledge, expertise and abilities and this can be accomplished only by preparation. Learning and development initiatives will boost the morale of the workers to behave more empowered (Covey 1999).Consequently, the empowerment cycle requires the acquisition of the social skills required to carry out tasks.

B) Decision Making Power

(Kumar&Sajild, 2019) Employee empowerment is giving employees responsibility and authority to make decisions regarding all aspects of product development. Empowerment is a process where employees are taking part or share in managerial decision making.

Employee empowerment is the method of allowing an employee to think, take action and control work and decision making in autonomy or independent way. Participation in decision making means to provide a chance and give importance to their worker thinking whether they are the unequal hierarchy. Participation in decision making fulfills the need of employee's ego, and employee's behavior will be more cooperative towards organization objectives and goals. We can say that when employee involves as a part of essential information and planning processes, his level job satisfaction will be high and higher motivation, it will lead to higher job satisfaction.

Employees and/or teams may have input into and influence over decisions ranging from high-level strategic decisions to routine day-to-day decisions about how to do their own jobs (Lawler, 1986). Increasing self-managing teams are the mechanisms for building authority and accountability (Gibson, Porath, Benson & Lawler, in press).

C) Awarding Employees

Employees appreciate heartfelt, sincere, specific recognition from their managers, senior managers, and coworkers. It makes them feel good and when they feel appreciated, their contribution leads to better results for your business. People who feel appreciated end up experiencing more self-worth and their ability to contribute to the company increases as a result. You then experience a happier and more productive employee.

Employees share in the gains of the organization and are compensated for increases in their own skills and knowledge.(Muhammad Haroon, Ameer Saleem & Bhatti Sajid Baig, 2014). The employees need to get the bonus on the basis of their performances and the company's performance. The employees can be more dedicated towards the company by having a good appreciation, engagement with development, recognition, and trust.(Sajid & Kumar, 2019)

2.1.3. Employee Performance

Employee performance is the key dependent variable in the present research; different scholars have defined the concept of performance from different perspectives. According

to Shields (2016), employee performance has been defined as the degree to which an employee executes the duties and responsibilities. Whereas employee performance has been related to outcomes, results and accomplishments by Cardy (2004) and collective efforts and behaviors relevant to organizational goals, which are controlled by the employees (Lepak et al., 2007). Bowen and Lawler (1992, 1995) argued that empowerment practices improve job satisfaction, in part by giving employees a sense of control and making work more meaningful.

The essence of participatory decision-making is that greater employee involvement improves employee motivation and hence performance, by promoting shared responsibility and accountability (Arnold et al., 2000; Chen & Tesluk, 2012; 21 Seibert et al., 2004). Employee participation has also been linked to autonomy and perceived control by employees.

The organization's ability to maintain quality products and services for long term success is necessary (Anderson, 1995). Dess and Robinson (1984) state that trust this ability is a learnable organizational capability. In the event that the ability to manage elite is a learnable skill. The execution of businesses (estimated through efficiency, productivity or business pointers) relies upon their practices as for work contracts (García -Sánchez, García Morales, & Martín-Rojas, 2018). The strain to increase profits has encouraged staff to distinguish and actualize managing methods (Gary, Yetton, & Sterman, 2017). Effectiveness of the process to improve the success, skills and capabilities of both financial and non-financial targets, and improvement in implementation of the process. (Loosemore, & Lim, 2017). Organizations have focus on organizational performance either than individual performance. It also focuses on consolidation of performance measurement and measurement results (ParaGonzález, Jiménez-Jiménez, & Martínez-Lorente, 2018).

Performance is the level of individual reaching target both for institution and for individuals. Some researchers like Campbell (1995) describe that performance is not just the result of the activity, it is the activity itself. Considering on definition of

performance, it clearly states that Performance related to the personal traits, mental abilities and eagerness to be integrated with institutional purposes of each individual.

Work performance is the contribution of employees directly and indirectly towards the organizational objectives and goals (Borman and Motowidlo, 1993; Campbell, 1990). Performance also is a point of how activities serve the objective (Akal, 1992). Performance also is “the rate of realization of the purpose” or “outcomes level of activity”. This level shows that how much the objectives or the purpose is performed (Schermerhorn, Hunt, Osborn, 1985). Camp Bell (1995) trusts that in performance behavior exists and must be distinguished from the outcomes because some of the systems can remove results.

Employee performance is when employees achieving the results, goals or standards same as expectations set by the organization. Employees are appraised on how well they do their work compared to the According to Rothman & Coetzer (2003), it is a fulfilment of a task given measured against pre-set standards of correctness, completeness, cost, and speed, the initiatives they get, their creativity in solving problems and resourcefulness in the way they utilize their resources, time and energy.

2.2. Empirical Review

Nassazi, (2013) carried out a study on the impacts of training on employee’s performance, use as a case study of the Uganda telecommunications sector. It used to be where 120 respondents were involved in qualitative research. Results received show that the training has a clear effect on employee performance.

The study conducted by Farooq & Aslam (2011) portrays the positive correlation between training and performance of employees as $r=.233$. Thus, from this finding, we can predict that it is not possible for the company to earn higher returns without the best use of its human resource, and this can only happen if a company is able to meet the job-related needs of its employees in an appropriate manner.

A Study by Suresh and Jaleel, (2015) on Employee Empowerment Impacts Organizational achievement. A Case of Car Industry in Chennai City in India, tamil nadu. It is made up of 100 employee leaders/employee members, in which 87 responded. It showed that employee empowerment's high contribution to Organizational performance. The R squared value (R^2) = 78.8 percent and Adjusted R^2 I. The beta coefficient of Employee empowerment is .88. This indicates that Employee empowerment brings enough variation in the dependent variable. The paper's major finding was that highly empowered employees are effective. In that research established that there is a positive relationship between Employee empowerment and Organizational performance.

According to Wright and Geroy (2001), study noted that employee competency changes through effective training programs. It not only improves the overall performance of the employees to effectively perform current job, but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competency development and enable them to carry out the job-related work efficiently, and meet firm goals in a competitive way. In addition, the results of the study by Sultana et.al. (2012), in the Telecommunications sector

According to Pakistan's R^2 as, 50.1 percent of employee variation performance achieved through training programs. In addition, the T-value was 8.58 that the best predictor of employee performance is explaining the training.

Study on empowering the public sector Maldogaziev and Fernandez (2011), Employees on performance improvement explored the connection between the different empowerment practices and perceived performance in federal agencies. It is found that empowerment practices that aim to give employees access to jobs Knowledge and skills and discretion in changing work processes have a positive and substantively significant influence on perceived performance.

A meta-analytic study by Spector (1986) found that employees who perceived high levels of job control were more likely to be satisfied, committed, involved, and motivated, and to perform better and hold greater expectancies.

Richardson and Beckham (2015) in their studies on employee performance issues in Canadian banking industry have noted that organizational performance framework plays important role in influencing employee performance. According to them, such performance framework includes opportunities of career growth, learning, cultural facilitators etc . Productivity or business pointers) relies upon their practices as for work contracts.

Sensoca and Philips (2011) conducted another study on the empowerment of middle management employees in Mexico's healthcare sector. Yadav and Verma (2015) and Dash et al . (2016) disclosed several aspects of employee empowerment in Indian microfinance services.

Relued (2010), Proteco (2011), Singh and Aluwalia (2011) performed the same types of studies in the service industries, addressing the problem in the Latin America and India project management, transport, and software industries.

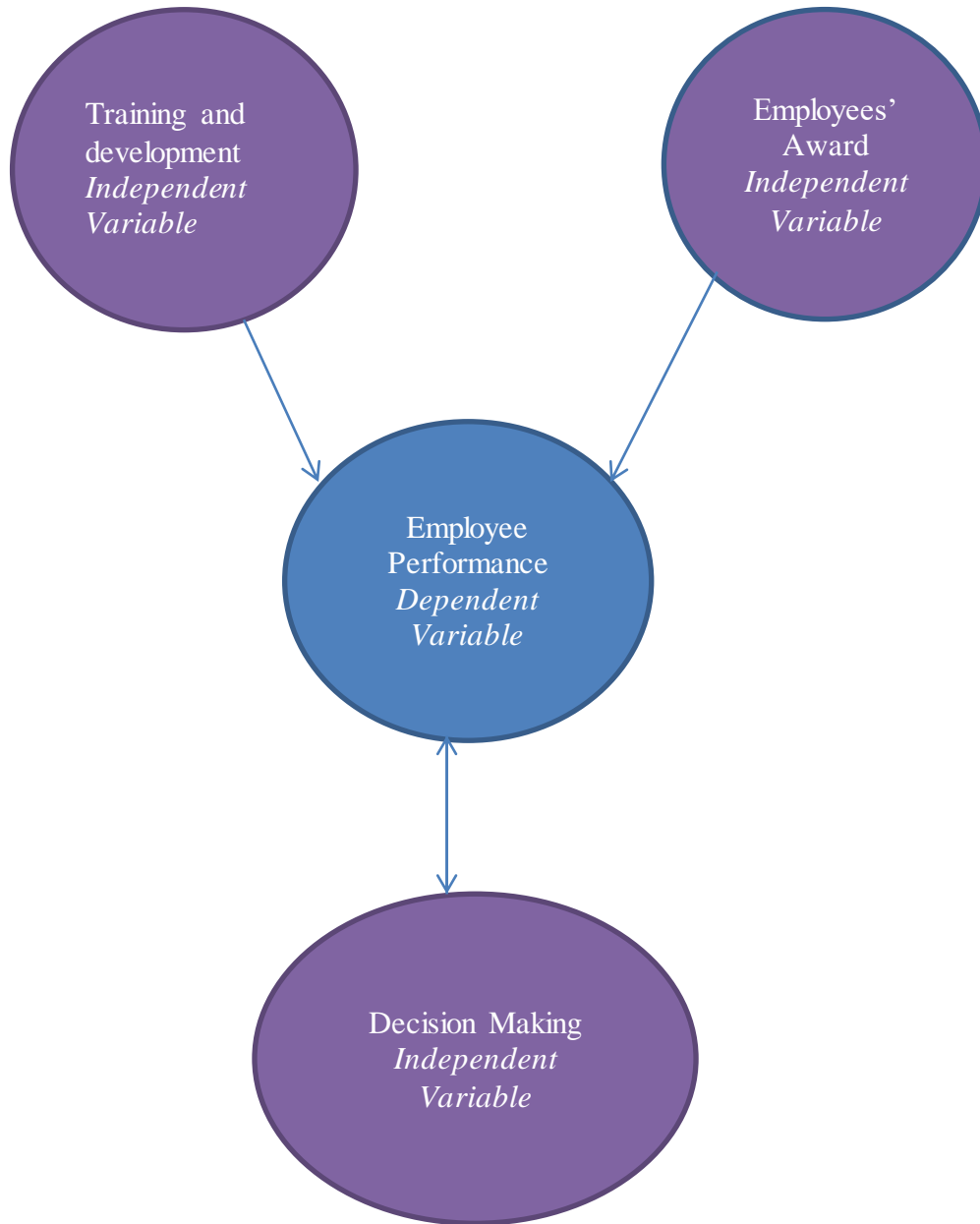
While the primary influencing components identified as dependent variables based on independent variables such as employee empowerment etc. are found to be differently identified, the impact of the same performance of employees has always been found to be positive in the above research.

2.3. Conceptual Framework

A conceptual framework has been developed to identify the areas on which the review of literature has been done. The conceptual framework has identified the areas such as employee empowerment, the key practices for empowering employees, employee performance, impact of employee empowerment on employee performance etc.

Rodalph's empowerment model explains that Sharing Information to employees, Create Autonomy through Structure and Letting teams become the hierarchy empowers employees and contributes to their performance as they feel motivated.(Rodalph, 1995). From this model, this thesis focused on three variables(Employee Training, Employee Award and Decision Making Power) as the determinant to the performance of individuals.

Figure 2. 1 Conceptual Framework of Independent variables and Dependent Variable



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the means by which the data are collected. The following section outlines the research design, the research approach and population, the determination of sample size, sampling techniques, data type and source, the data collection instrument and the data analysis method. This section also deals with the reliability and validity of the research instrument and with ethical considerations in relation to research.

3.1. Research Design

This study used both descriptive and explanatory. The rationale for combining both descriptive and explanatory methods is to better understand the research problem at the same time by describing, comparing and contrasting the cause and effect and by measuring the numerical values of the causal relationship from quantitative research. The descriptive study described the characteristics of the individual or group. As such, the study sought to identify and describe employee empowerment practices that are prevalent in Panafric Global PLC.

The study also used an explanatory study to explain the study by identifying any causal link between factors or variables (independent and dependent variables) related to the research problem and by measuring the causal relationship.

3.2. Research Approach

The researcher adopted quantitative approach to measure and analyse numerical data. The study utilized cross-sectional survey in which all relevant data was collected at a single point in time. Questionnaire was used as quantitative survey instrument through Goggle forms.

3.3. Sample Design and Target population

From 57 employees of the three branches of the company(Airport , Head office and Bole Lemi), the study included 50 randomly selected using the Yumanee's formula. The reason for choosing is because, employee's from these branch have accessible email

address and for the others it is not possible. Physical approach is not possible due to the COVID 19 Pandemic.

$$n = \frac{N}{1 + N(e^2)}$$

n= is the sample size

N= is the population

e²= is estimated standard error which is 5% for 95% confidence level

$$n = \frac{N}{1 + N(0.05)^2}$$

$$n = \frac{57}{1 + 57(0.05)^2}$$

$$n = 50$$

3.2. Data Sources and Methods of Collection

3.2.1. Data Sources and Types

In order to obtain relevant data for this study, both primary and secondary source of data was considered. Primary data source is data prepared by individuals who participate in or a direct witness to the event that is being described. This type of data is more accurate. Secondary data is using data that is collected by other researchers.

3.4. Data Collection Instrument

The data collection method was self- prepared questioner due to its ease to administer and analyse also it has direct information from the respondent. In addition it has an advantage of time and cost as well.

3.5. Data Analysis Method

After preparing the data collected in a manner that is possible to analyse the date, the study used Simple descriptive statistics such as percentages and frequencies, tables, mean and standard deviation to analyse the data collected, this was prepared via the use of SPSS (Statistical Package for Social Science). Also quantitative data analysis was interpreted based on the correlation and regression analysis by explaining the cause and effects so as to draw important conclusions and recommendations according to the finding.

3.6. Validity, Reliability and Ethics

The consistency of the answers of respondents through each item was tested using Cronbach's Alpha. The result of reliability shall be from 0 to 1. In this specific case the overall value for Cronbach's Alpha test of the variables is 0.717. A value that is above 0.7 shall be considered as reliable which makes this case acceptable.

Table 3.1 Reliability test of Variables

	Result	
Over All Cronbach's Alpha Value	0.717	Acceptable

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

Under this section, questionnaire of the study will be presented, analysed and interpreted using Frequency, percentage and SPSS (Statistical Package for Social Science) .

4.1. Response Rate

This study have incorporated 50 respondents which are employees of PAG, from the distributed 50 questionnaires, all of the distributed questionnaires were returned, which makes the response rate 100% .

4.2. Demographic Background

Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. Gender and age data is used to show that respondents were heterogeneous. And data of number of years working in PAG was needed to make sure if respondents have actually stayed enough to reflect on the questions.

Table4.1: Demographic Characteristics of Respondents

		Frequency	Percent	Valid Percent	Cumulati v e Percent
Gender	Female	20	40.0	40.0	40.0
	Male	30	60.0	60.0	100.0
	Total	50	100.0	100.0	
Department	Marketing	5	10.0	10.0	10.0
	operation	20	40.0	40.0	50.0
	Operation Administration	7	14.0	14.0	64.0
	Finance	13	26.0	26.0	90.0
	HR	1	2.0	2.0	92.0
	Packing and Moving	3	6.0	6.0	98.0
	Training and development	1	2.0	2.0	100.0
	Total	50	100.0	100.0	
Education Level	Degree Level	43	86.0	86.0	86.0
	Post graduate level	7	14.0	14.0	100.0
	Total	50	100.0	100.0	
Designation /Position	Junior level	8	16.0	16.0	16.0
	Middle level	31	62.0	62.0	78.0
	Senior level	6	12.0	12.0	90.0
	Manager/Director level	5	10.0	10.0	100.0
	Total	50	100.0	100.0	
Working in PAG	Below 2 years	14	28.0	28.0	28.0
	From 3-5 years	29	58.0	58.0	86.0
	From 5-10 years	7	14.0	14.0	100.0
	Total	50	100.0	100.0	
Total working experience	Below 2 years	9	18.0	18.0	18.0
	From 3-5 years	22	44.0	44.0	62.0
	From 5-10 years	15	30.0	30.0	92.0
	Above 10 years	4	8.0	8.0	100.0
	Total	50	100.0	100.0	
Training within a month	None	1	2.0	2.0	2.0
	one times	32	64.0	64.0	66.0
	More than two times	17	34.0	34.0	100.0
	Total	50	100.0	100.0	
Training during you have been in PAG	More than two times	50	100.0	100.0	100.0

Source- Researcher own Survey, 2020

4.2.1 Gender of respondent

The demographic data shows that out of 50 respondents, 20 respondents are Female and 30 are male. The diagram above shows us that majority of the respondents are male, the percentage shows that out of 100 % , 60 % is male respondent and the remaining 40% are female. This shows that majority of the employee in PAG is male.

4.2.2. Department respondents

The respondents of this survey were from Marketing, operation, operation Administration, finance, HR, packing & moving and training and development. Number of respondents from each department was 5, 20, 7, 13, 1, 3, 1, respectively. The first majority of respondents are from operation which incorporates 40% of the response and the next respondents are from Finance which are 26% of the respondents.

4.2.3 Education Level

From the respondents of the survey , 43 are educated on degree level which is about 86% and the remain 7 are educated on Post graduate level which is about 14% of the respondents. This implies that employees of PAG are well educated.

4.2.4. Position/Designation

Majority of the respondents of the questionnaire responded that they work for PAG under Middle level which incorporates about 62% of the respondents; the smallest percentage of the response is from Managerial level which is 10% of the response. This shows that it is a normal structure that the company has majority of the employees work under middle level and the minority are managers

4.2.5. Work Experience in PAG

58% of the respondents have worked for PAG from 3-5 years and 28% have worked below 2 years, and the remaining 14% have worked 5-10 years. This shows that majority of the employee is stable at PAG and also there is somehow turnover of employees as the next percentage shows below 2 years.

4.2.6. Total Work Experience

Majority of the employees of PAG have total experience from 3-5 years which is about 44% and the next majority number have total work experience from 5-10 years which incorporates 30%. This shows that majority of the employees of PAG are well experienced.

4.2.7. Frequency of Training

64% of the respondents of the questionnaire responded that they get training one time within a month. 34% of the respondents responded that they get training more than two times within a month. 100% of the respondents responded that they have been trained while they stay in PAG. This implies that employees of PAG are well trained and emphasis is given to training and development by PAG .

4.3 Descriptive Analysis for Employee Training

As described on the literature review , training is one of the empowerment methods that makes employees feel motivated and will help to perform their job based on skill and knowledge. The below table present the situation of PAG on the practice of Training and development.

Table 4.2 Descriptive statistics of Employee Training

		SA	A	U	D	SD	Mean	Std.D
Training is one of the empowerment activities to enhance employee Performance	Frequency	15	35.0	0.0	0.0	0.0	1.7	0.463
	Percent	30	70.0	0.0	0.0	0		
There is the training plan in my organization	Frequency	6	44.0	0.0	0.0	0.0	1.9	0.328
	Percent	12	88.0	0.0	0.0	0		
Training enhances my work performance and enables me to meet my set targets	Frequency	8	39.0	3.0	0.0	0.0	1.9	0.463
	Percent	16	78.0	6.0	0.0	0		
I have attended training concerning my job descriptions (skills and Competencies	Frequency	5	38.0	7.0	0.0	0.00	2.04	0.493219
	Percent	10	76.0	14.0	0.0	0		
Employees of my organization are constantly trained to develop and enhance their knowledge and skill	Frequency	4	44.0	1.0	1.0	0.0	1.98	0.428
	Percent	8	88.0	2.0	2.0	0		
My Manger/supervisor/leader believe that training is a developing talent and a good Investment	Frequency	8	41.0	1.0	0.0	0.0	1.86	0.405
	Percent	16	82.0	2.0	0.0	0		
My confidence has been enhanced t5ough training in PAG	Frequency	3	27.0	16.0	4.0	0.0	2.42	0.731
	Percent	6	54.0	32.0	8.0	0		
Training is given to employees in my organization(PAG) based on need assessment	Frequency	1	29.0	18.0	2.0	0.0	2.42	0.609
	Percent	2	58.0	36.0	4.0	0		
Total N=50, Agreegate mean=2.02, S.D=0.23								

Source- Researcher own Survey, 2020

Above are questions regarding training in PAG and almost all of the respondents have positive feedback regarding the training programs in company. 30% of the employed strongly agree on the question, Training is one of the empowerment activities to enhance employee performance and the remaining 70% agree on the same question. None of the employees have replied Undecided, disagree or strongly disagree. Regarding question on there is training plan in my organization, 12% of the employees have replied that they have strongly agreed and the remaining 88% have agreed on the question. None of the employees have replies undecided, disagree or strongly disagree.

The next was a question on, Training enhances my work performance and enables me to meet my set targets 16% of them strongly agreed, 78% agreed and the rest 6% have replied undecided. When they were examined on ,I have attended training concerning my job descriptions (skills and competencies, 10% have strongly agreed , 76% have agreed and the other 14 responded for undecided. No employee has responded neither for disagree nor strongly disagree.

There was also a question that says Employees of my organization are constantly trained to develop and enhance their knowledge and skill, 8% strongly agreed, 88% agreed, 2% have replied undecided and the rest 2% disagreed, no respondent strongly disagreed.

Employees were also surveyed on My Manger/supervisor/leader believe that training is a developing talent and a good investment by which 16% have strongly agreed, 82% agreed and the remaining 2% have undecided response, none of the respondents have choose disagree or strongly disagree. For the question that says My confidence has been enhanced t5ough training in PAG, 6% have replied strongly agree, 54% have replied agree,32% have replied undecided and the remaining 8% have disagreed and none replied strongly disagree. The last question was on Training is given to employees in my organization (PAG) based on need assessment for which employees replied 2% for strongly agree,58% for agree, 36% for undecided and 4% for strongly disagree. None of the employees have choose strongly disagree. The mean of the questions under training is 2.02 which implies that most of the employees agree on most of the questions and that training activities exist in PAG.

4.4 Descriptive Analysis for Award System

Award is one of the employee motivation factors that can enhance the individual's performance. The below table explains the situation and practice of Award system in the case of PAG.

Table 4.3 Descriptive statistics of Award

		SA	A	U	D	SD	Mean	S.D
Awarding system has an important role in the performance of an employee	Frequency	2	48.0	0.0	0.0	0.0	1.96	0.198
	Percent	4	96.0	0.0	0.0	0		
There is award system in my organization	Frequency	2	48.0	0.0	0.0	0.0	1.96	0.198
	Percent	4	96.0	0.0	0.0	0		
The award system in my organization is transparent	Frequency	0	14.0	34.0	2.0	0.0	2.8	0.517
	Percent	0	28.0	68.0	4.0	0		
Every employee participate in voting for the award	Frequency	3	47.0	0.0	0.0	0.0	1.94	0.240
	Percent	6	94.0	0.0	0.0	0		
My Vote has an essential role in the result of the winner for an award	Frequency	1	15.0	29.0	4.0	1.0	2.78	0.708
	Percent	2	30.0	58.0	8.0	2		
I believe the performance of employees would have been different if the awarding system does not exist	Frequency	1	14.0	18.0	16.0	1.0	3.04	0.880
	Percent	2	28.0	36.0	32.0	2		
Total N=50, Aggregate mean=2.40, S.D= 0.25								

Source- Researcher own Survey, 2020

Respondents of questionnaire have replied to the question, Awarding system has an important role in the performance of an employee and 4% have strongly agreed and the remaining 96% have agreed, there is no employed responded as undecided, Disagree or strongly Disagree. Employees of PAG have also replied to the question that says there is award system in my organization the same response was received as the aforementioned question.

Employees were surveyed for the question that says The award system in my organization is transparent and none of the employees have neither strongly agreed nor strongly disagreed, 28% have agreed , 68% have undecided response and the remaining 4% have disagreed.

For the question that says, Every employee participate in voting for the award, 6% have strongly agreed and 94% have agreed. None of the respondents have answered for undecided, disagree and strongly disagree. They were also questioned about My Vote has an essential role in the result of the winner for an award and 2% have strongly agreed, 30% have agreed, 58% have undecided, 8% have disagreed and the rest 2% have strongly disagreed.

They were asked about I believe the performance of employees would have been different if the awarding system does not exist, in which 2% have strongly agreed, 28% have agreed, 36% have undecided response , 32% have disagreed and 2% have strongly disagreed.

The aggregate mean is 2.40 which implies that respondents agree on the question of Award and there exist awarding system in PAG and that employees have positive response about it.

4.5 Descriptive Analysis for Decision Making Power

Management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives. One empowerment method is to transfer the power of decision making from the Management to the Employee. The below table shows the case of PAG on the exercise of Decision Making power.

Table 4.4 Descriptive statistics of Making Power

		SA	A	U	D	SD	Mean	SD
The management encourages team building(working teams	Frequency	3	30.0	2.0	8.0	7.0	2.72	1.230
	Percent	6	60.0	4.0	16.0	14.0		
Employees are allowed To participate in decision- making process	Frequency	1	2.0	1.0	36.0	10.0	4.04	0.755
	Percent	2	4.0	2.0	72.0	20.0		
Management Encourages employees to develop creativity and innovative e ideas	Frequency	2	6	0.0	27.0	15	3.94	1.077
	Percent	4	12	0.0	54.0	30		
I was oriented Thoroughly on achievement Organization goals and objective	Frequency	0	10.0	0.0	20.0	20.0	4.00	1.107
	Percent	0	20.0	0.0	40.0	40.0		
We have been collaborating on working with company mission and vision	Frequency	0	7.0	2.0	28.0	13.0	3.94	0.935
	Percent	0	14.0	4.0	56.0	26.0		
I have full authority in accomplishing my task	Frequency	1	20.0	2.0	22.0	5.0	3.20	1.143
	Percent	2	40.0	4.0	44.0	10.0		
There is a regular Open discussion among Staff concerning strengths and weakness in job performance starting at the department.	Frequency	1	24.0	5.0	10.0	10.0	3.08	1.259
	Percent	2	48.0	10.0	20.0	20.0		
working increases ownership in decision making and enables employees fully participate in work process.	Frequency	1	20.0	7.0	8.0	14.0	3.28	1.310
	Percent	2	40.0	14.0	16.0	28.0		
Each staffis free to bring in his or her inputs and all suggestions are effectively taken by the responsible leader for implementations ifthey comply with the respective e activity .	Frequency	2	7.0	6.0	21.0	14.0	3.76	1.135
	Percent	4	14.0	12.0	42.0	28.0		

N=50, Aggregate mean=3.55, S.D=0.49

Source- Researcher own Survey, 2020

Previous studies show that highly empowered employees are effective on their designation. For example the study of Suresh and Jaleel, (2015) on Employee Empowerment Impacts Organizational achievement. A Case of Car Industry in Chennai City in India, tamilnadu. It is made up of 100 employee leaders/employee members, in which 87 responded. It showed that employee empowerment 's high contribution to Organizational performance. The R squared value (R2) = 78.8 percent and Adjusted R2 The beta coefficient of Employee empowerment is .88. This indicates that Employee empowerment brings enough variation in the dependent variable. The paper's major

finding was that highly empowered employees are effective. The above table shows that there is a gap in the decision making power given to the employees on their positions which is showed by the aggregate mean of 3.55. Below explains the detail analysis of each questions.

Respondents were surveyed about a question that says , The management encourages team building(working teams), and 6% of them have strongly agreed, 60.0% have agreed, 4.0% have undecided, 16% have disagreed and 14.0% have strongly disagreed. Also there was a question which asks , Employees are allowed to participate in decision-making process and 2% of the respondents choose for strongly disagree, 4.0% for agree, 2.0% for undecided 72.0% for disagree and 20.0% strongly disagree. The next question ask as ,Management encourages employees to develop creativity and innovative ideas for which 4% have strongly agreed, 12% have agreed , 0.0% have undecided, 54.0% have disagree, 30% have strongly disagree.

The respondents of the survey were also requested to respond on the question that says I was oriented thoroughly on achievement organization goals and objective none have choose for strongly agree,20.% have agreed also none of them have choose for Undecided, 40.0% have disagreed and the remaining 40.0% have strongly disagreed. Next question asks , We have been collaborating on working with company mission and vision for which none of them choose for strongly agreed, 14.0% have agreed 4.0% have undecided response, 56.0 disagreed and the remaining 26.0% have strongly disagreed.

A questions which says ,I have full authority in accomplishing my task was also incorporated for which 2% have strongly agreed, 40.0% have agreed, 4.0% have undecided , 44.0% have agreed and the remaining 10.0% have strongly agreed. The other question request about , There is a regular open discussion among staff concerning strengths and weakness in job performance starting at the department and the percentage for Strongly agree, agree, undecided , agree and strongly agree was 2% 48.0%, 10.0%, 20.0% and 20.0% respectively.

There was a question that asks as working increases ownership in decision making and enables employees fully participate in work process, 2% of the respondents have choose

strongly disagree, 40.0% have choose agree, 14.0% have choose undecided, 16.0% have choose for disagree and the remaining 28.0% have strongly disagree. The last question asks, Each staff if free to bring in his or her inputs and all suggestions are effectively taken by the responsible leader for implementations if they comply with the respective activity for which 4% have replied strongly agreed, 14.0% have agreed, 12.0% have undecided, 42.0% have disagreed and the remaining 28.0% have strongly disagreed. The aggregate mean for the question under Decision Making is 3.55 which shows that most of the respondents have responded disagree.

4.6 Descriptive Analysis for Employee Performance

Performance is behavior exhibited or something done by the employee and considered as the individual's work achievement after having exerted effort. Below table represent the situation of PAG in relation of the effect of empowerment practice on the performance of employee which is measured by individual output.

Table 4.5 Descriptive statistics of Employee Performance

		SA	A	U	D	SD	Mean	Std.D
My performance is highly affected with empowerment variables such as training, award and Decision making	Frequency	1	37.0	8.0	3.0	0.0	2.27	0.605
		2	74.0	16.0	6.0			
	Percent					0		
My company allow s me to participate in evaluating my performance (self-evaluation)	Frequency	3	44.0	2.0	0.0	0.0	1.98	0.322
		6	88.0	4.0	0.0			
	Percent					0		
I participate in rating other employees.(peer rating)	Frequency	3	45.0	1.0	0.0	0.0	1.96	0.286
		6	90.0	2.0	0.0			
	Percent					0		
I always cooperate with other co-workers to perform various tasks	Frequency	2	47.0	0.0	0.0	0.0	1.96	0.200
		4	94.0	0.0	0.0			
	Percent					0		
There is recognition of efforts of employee at the company	Frequency	3	27.0	10.0	9.0	0.0	2.51	0.869
		6	54.0	20.0	18.0	0.0		
	Percent							
Performance appraisal of employee is practical at the company	Frequency	3	43.0	3.0	0.0	0.0	2.00	0.354
		6	86.0	6.0	0.0	0.0		
	Percent							
Regularity of assessment of employee performance is observed	Frequency	2	44.0	3.0	0.0	0.0	2.02	0.322
		4	88.0	6.0	0.0	0.0		
	Percent							
I always support and defend my Organizational Objectives	Frequency	1	29.0	16.0	3.0	0.0	2.43	0.645
		2	58.0	32.0	6.0	0.0		
	Percent							
My performance is evaluated relatively to the pre-established goals and objectives	Frequency	0	39	9.0	1.0	0	2.22	0.468
			78	18.0	2.0			
	Percent	0				0		
Team performance is usually rated by taking into account individual contribution to the team performance	Frequency	2	26.0	17.0	4.0	0.0	2.47	0.710
		4	52.0	34.0	8.0			
	Percent					0		

Source- Researcher own Survey, 2020

The respondents of this survey were requested about, my performance is highly affected with empowerment variables such as training, award and decision making" and 2% have strongly agreed 74.0% have agreed 16.0% have responded as undecided and the remaining 6.0% have disagreed.

The other question was My company allows me to participate in evaluating my performance (self-evaluation), 6% have strongly agreed , 88.0% have agreed while the remaining 4.0% have undecided. None of the respondents have replied either strongly disagree or. Also respondents were asked a question that says I participate in rating other employees. (peer rating)for which 6% have replied strongly agree, 90.0% have replied agree and the remaining 2.0% have replied undecided . none of the respondents have responded for disagree and strongly disagree.

There is also a question that says I always cooperate with other co-workers to perform various tasks, for which 4% have replied strongly agree and 94% have agreed and there is 2% missing answered on this question. none has responded for disagree and strongly disagree. Next questions says, There is recognition of efforts of employee at the company by which the respondents replied 6% as strongly agree, 54.0% agree, 20.0% have undecided and 18.0% have disagreed. There is 2% missing answer. The respondents were surveyed for the question that says, Performance appraisal of employee is practical at the company, for which 6% have replied for strongly agree, 86.0% have replied for agree and the remaining 6.0% have replied undecided. None of the respondents have replied for disagree and strongly disagree. There is 2% missing answer on this question.

For the question that says Regularity of assessment of employee performance is observed, 4% have strongly agreed, 88.0% have agreed and 6.0% have answered undecided and none has responded neither for disagree or strongly disagree. There is 2% missing answer. There is a question which says I always support and defend my organizational objectives, for which 2% have replied strongly agree, 58.0% have agree, 32.0% have replied for undecided and the remaining 6.0% have replied for disagree. None of the respondents for strongly disagree. There is 2% missing answer.

There survey also incorporated a question that says My performance is evaluated relatively to the pre-established goals and objectives, for which 78% have agreed, 18.0% have undecided and 2.0% have disagreed. None of the respondents have replied neither strongly agree nor strongly disagree. There is also 2% missing answer. The last question says , Team performance is usually rated by taking into account individual contribution to the team performance for which 4% have responded as strongly agree, 52.0% have replied for agree, 34.0% have replied for undecided and the remaining 8.0% have disagreed. None of the respondents have replied for strongly disagree. There is 2% missing answer. There aggregate mean of the question under employee performance is 2.18 which implies that most of the employees agreed to the question raised under this section.

4.7 The Relationship between Employee Empowerment practices and Employee Performance

This section focuses on the effect of the employee empowerment practice on the employees' performance.

		TRN	AWR	DECISION	PER
TRN	Pearson Correlation	1	.643	.373	.583
	Sig. (2-tailed)		0.000	0.008	0.000
	N	50	50	50	49
AWR	Pearson Correlation	.643	1	.286	.370
	Sig. (2-tailed)	0.000		0.044	0.009
	N	50	50	50	49
DECISION	Pearson Correlation	.373	.286	1	.367
	Sig. (2-tailed)	0.008	0.044		0.009
	N	50	50	50	49
PER	Pearson Correlation	.583	.370	.367	1
	Sig. (2-tailed)	0.000	0.009	0.009	
	N	49	49	49	49

Pearson coefficient was used to see the relationship between the dependent variable (Employee Performance) and independent variable (Training , Award, Decision Making). There is a positive relationship between Training and Employee performance which is showed by $r=0.583$. Award was also found to have a positive relationship of $r=0.370$ correlation with Employee performance. This indicates there is a progressive association between the dependent variable, i.e. award and the dependent variable, i.e., employee performance. Yet another positive relationship was found between Decision making power and Employee performance. Based on the correlation analysis conducted, it yielded a result of $r=0.367$, which shows the association between these two variables is positive.

Table 4.7.R2-Value (Coefficient of determination)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.606 ^a	0.367	0.325	0.21978
a. Predictors: (Constant), DECISION, AWR, TRN				

Source- Researcher own Survey, 2020

R2 explains that the variation of independent variables affect the independent variable. The above table shows vale of R square as 0.367 which shows that the variation of the independents (Training, Award and decision making) affect the dependent variable (Employee Performance) by 36.7%. The remaining 63.3% of the variation in employee performance is presumed due to other variables.

4.9 Significant test

Table 4.8 Coefficients

Model		Standardized Coefficients	t	Sig.		
		Beta				
1	(Constant)	0.708	0.342	2.068	0.044	
	TRN	0.588	0.177	0.531	3.318	0.002
	AWR	-0.022	0.164	-0.021	-0.135	0.893
	DECISION	0.103	0.075	0.177	1.387	0.172
a. Dependent Variable: PER						

Source- Researcher own Survey, 2020

The amount of variance explained by the model (independent variables) is statistically significant ($p < 0.05$). The table above shows that, Training has a positive and significant effect on employee performance, Award has a negative and insignificant effect on employee performance (because $p > 0.05$) and decision making has a positive and insignificant effect on employee performance ($p > 0.05$),

Table 4.9 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.260	3	0.420	8.693	.000 ^a
	Residual	2.174	45	0.048		
	Total	3.433	48			
a. Dependent Variable Employee Performance						
b. Independent Variables:						
Decision making power						
Employee Award						
Employee Training						

Source- Researcher own Survey, 2020

The standard level of significance for ANOVA table is a value less than 0.05, on the above table it shows a significance level of 0.000, This shows that the model set above which is Independent Variables have significant relationship with the dependent variable as the value (sig=0.000) and less than the standard value.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter comprises recap of the major findings, conclusions drawn from the findings, and recommendations.

5.1. Major Findings and conclusion

- ✓ There is a very good practice related to the training of employees in PAG. This is showed by the aggregate mean of the questions under the section of Training. The aggregate mean is 2.02 which is closer to the number assigned for agree on the questionnaire and we can conclude that most of the respondents have agreed , This answer that there exist Training in PAG
- ✓ There is a practice of Award system in PAG as most of the employees have agreed to the questions under the Award section, This is showed by the aggregate mean of 2.04 , which is closer to the number assigned for the agree on the questionnaire. This answer that there exist Award system in PAG
- ✓ There is a poor practice of giving the power for employees to decide on work related issues in PAG. This is showed by the aggregate mean of 3.55, this tell us that most of the employees have choose for disagree on the questionnaire under Decision making section. This explain that there is a gap that exist on decision making power given to employees.
- ✓ Most of the respondents have agreed to the questionnaire under employee performance section which is showed by the aggregate mean of 2.18. Most of the respondents have agreed that employee empowerment practices will affect their performance and we can conclude that the variables under the employee empowerment practice have an effect on the performance of the employees; this explains that employee empowerment practice affects the performance of employees.
- ✓ As we can understand from the correlation table, we can conclude that there is a positive relationship between the independent variables of employee empowerment practices (Training, Award and Decision Making) and the dependent variable that is performance. This is showed by the findings from the correlation table with r value of , $r=0.583$, 0.370 , 0.367 respectively for the aforementioned variables of employee empowerment.

- ✓ The coefficient table shows that, Training has a positive and significant effect on employee performance, Award has a negative and insignificant effect on employee performance (because $p > 0.05$) and decision making has a positive and insignificant effect on employee performance. This shows the effect of employee empowerment practice on the employees' performance.
- ✓ The R2 table also helps us to conclude there exist relationship between employee empowerment and employee performance. The table shows that the variation in the independent variables affect the dependent variables by 36.7%.
- ✓ The ANOVA table also shows sig value of 0.000 which helps to conclude the significant relationship between the dependent variable (Employee empowerment) and the independent Variable (Employee empowerment).

5.2 Recommendations

Based on the above findings and conclusions, the following recommendations are suggested.

- ✓ Practice of Training development has a significant effect on the performance of employees as it is showed on the coefficient table as a result the researcher recommends that training should continue to be given to employees in a way that is based on need assessment and to enhance the employees performance that can be measured by their output and contribution to the organization's performance.
- ✓ Other research to be conducted to see the effect of Award system and Decision making exercise that incorporates every employee of the company to assess its effect on the performance of the employees.
- ✓ The researcher also suggests that the company has to invest very well in other variables that can empower the employee that enhance performance of the company.

Reference:

Arnold, J.A., Arad, S., Rhoades, J.A. and Drasgow, F. (2000), *the empowering leadership questionnaire: the construction and validation of a new scale for measuring leader behaviors*, *Journal of Organizational Behavior*, 21(3): 249-269.

Black, J. S., & Gregersen, H. B., (1997), *Participative decision-making: An integration of multiple dimensions*. *Human Relations*, 50(7), 859-878.

Borman, W. C., & Motowidlo, S. J. (1993). *Expanding the criterion domain to include elements of contextual performance*. In N. Schmitt & W. Borman (Eds.), *Personnel selection in organizations* (pp. 71–98). New York: Jossey-Bass.

Bowen, DE & Lawler, EE. “*The Empowerment of Service Workers: What, Why, How and When*”. *Sloan Management Review (spring)* , vol. 33, no. 3, 1992, pp. 31-39.

Brewer, A. (1994), *The Responsive Employee*, Allen and Unwin, Sydney.

Campbell, J. P. (1990). *Modeling the performance prediction problem in industrial and organizational psychology*. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 1, pp. 687– 732). Palo Alto: Consulting Psychologists Press.

Campbell, J. P., Gasser, M. B., & Oswald, F. L. (1996). *The substantive nature of job performance variability*. In K.R. Murphy (Ed.), *Individual differences and behavior in organizations* (pp. 258–299). San Francisco: Jossey-Bass.

Cardy, R. (2004), *Performance Management: Concepts, Skills and Exercises*, Armonk, New York

Caudron, S. (1995), “*Create an empowering environment*”, *Personal Journal*, Vol. 74, pp. 28-36.

Chen, G., & Tesluk, P., (2012), *Team participation and empowerment: A multilevel perspective*. In S. W. J. Kozlowski (Ed.), *the oxford handbook of organizational psychology* vol. 2 (pp. 767-788). New York: Oxford University Press. *making and IT*. *Sloan Management Review*, 23-35.

Collins, D. (1995) *Rooting for empowerment*. *Empowerment in Organizations* Vol. 3. No. 2. pp 25-33

Conger, J.A. & Kanungo, R.N. (1988). *The empowerment process: Integrating theory and practice*. Academy of Management Review, 13, 471-482

Dash, M. , Prasad, V.M. and Koshy, C.J. (2016), “*Women Empowerment through Microfinance Services*”, Journal of Applied Management and Investments, Vol. 5 No. 1, pp. 20-25

Demirci, MK and Erbas, A. 2010. “*Employee Empowerment and its Effect on Organizational Performance*”, in 2nd International Symposium on Sustainable Development, 2012, Sarajevo.

Dess, G.G., & Robinson, R.B. (1984). “*Measuring organizational performance in the absence of objective measures: the case of the privately -held firm and conglomerate business unit*”, Strategic Management Journal, 5 (3), 265-273.

Elmuti, D. (1997). Self-managed Work Teams Approach: Creative Management Tool or a fad. Management Decision, 35(3), 233- 239.

Farooq, M., & Aslam, M. K. (2011). *Impact of Training and Feedback on Employee Performance*, Far East Journal of Psychology and Business. 5(1). 71 – 85.

Fernandez, S., & Molgogaziev,, (2011). *A Causal Model of the Empowerment Process: Exploring the Links between. Empowering Public Sector Employees Cognitions, and Behavioral Outcomes*.

García-Sánchez, E., García-Morales, V. J., & Martín-Rojas, R. (2018). *Influence of Technological Assets on Organizational Performance through Absorptive Capacity, Organizational Innovation and Internal Labour Flexibility*. Sustainability, 10(3), 770

Gary, M. S. , Yang, M. M. , Yetton, P. W., & Sterman, J. D. (2017). *Stretch goals and the distribution of organizational performance*. Organization Science, 28(3), 395-410

Gilbert, G.R. (1993). “*Employee empowerment: flaws and practical approaches*,” *The Public Manager*, 22 (3), 45-9.

Green, C., & Heywood, J. (2008). “*Does performance pay increase job satisfaction?*”, *Economica*, 75 (300), 710-28.

Gresley, K., *Employee empowerment, Employee Relation*, 27, 2005, 364-368.

Honold, L. (1997). *A review of the literature on employee empowerment. Empowerment in organizations*, 5(4), 202-212.

Karakoc(2009), *Employee Empowerment and Differentiation in Companies: A Literature Review and Research Agenda*

Keller, T., & Dansereau, F. (1995). "Leadership and empowerment: a social exchange perspective," *Human Relations*, 48 (2), 127-46.

Ladon, Arad (1996) *A power perspective of empowerment and work groups: Implications for human resources management research* , vol 14 PP, 205-251.

Lashley C (2000), "Empowerment through Involvement: A Case Study of TGI Fridays Restaurants", *Personnel Review*, 29(6), pp. 791-815.

Lawler, E.E. (1986). *High involvement management*. San Francisco: Jossey-Bass.

Lepak, D., Taylor, M., Tekleab, M., Marrone, J. and Cohen, D. (2007), "An examination of the use of high involvement human resource systems for core and support employees", *Human Resource Management*, Vol. 46 No. 2, pp. 223-246

Locke, E. A., & Schweiger, D. M., (1979), *Participation in decision-making: One more look. Research in Organizational Behavior*, 1(1), 265-339.

Loosemore, M., & Lim, B. T. H. (2017). *Linking corporate social responsibility and organizational performance in the construction industry. Construction management and economics*, 35(3), 90-105.

Meyerson, G., & Dewettinck, B. (2012). *Effect of empowerment on employees performance. Advanced Research in Economic and Management Sciences*, 2, 40-46.

Mishra, M., & Garg, K. (2016). *A study of relationship between employee empowerment, job satisfaction and organizational commitment in hotel industry. International Journal of Management, IT and Engineering*, 6(3), 42-55.

Motamarri, S., Akter, S., & Yanamandram, V. K. (2017). *Does Frontline Employees' Empowerment Make A Difference in Data Driven Services?*

Movahedi, B., & Azarpira, M. (2016). *Investigating the relationship between employees' empowerment and organizational commitment with organizational health mediation in Tehran Municipality, Revenue Recognition and Collection department. International Journal of Human Capital in Urban Management*, 1(3), 221-236.

Mr. P. Jaya Kumar & Prof. Dr. A. Ananda Kumar (2017), *Employee Empowerment – An Empirical Study*, Volume 17 Issue 4 Version 1.0

Nassazi, A. (2013). *Effects of training on employee performance: Evidence from Uganda. Vaasan Ammattikorkeakoul, The Hague, University of Applied Sciences. Hague, Netherlands.*

Neda, A., & Sankar, J. P. (2019). *Empowerment and its Relation with the Job Performance Among the Bank Employees in the Kingdom of Bahrain. International Journal of Engineering and Management Research* , 9 (1), 27-31.

Nykodym, N.; Simonetti, J.L.; Mielsen, W.R. & Welling, B. (1994). *Employee Empowerment. Empowerment in Organizations*, 2(3), 45- 55.

Olshfski, D. and Cunningham, R (1998) “*The Empowerment Construct in ManagerExecutive Relationships. Administration and Society*, Vol. 30, Issue 4 pp 357-374.

Para-González, L., Jiménez-Jiménez, D., & Martínez-Lorente, A. R. (2018). *Exploring the mediating effects between transformational leadership and organizational performance. Employee Relations*, 40(2), 412-432.

Relued, C. (2010), “*Equity and relationship quality influences organizational citizenships behaviour*”, *International HRM Review*, Vol. 39 No.1, pp. 541-567.

Richardson, A. and Beckham, L. (2015), “*Paradox in performance challenges: international banking in Canada and North America*”, *International Journal of Banking and Finance*, Vol.27 No.1, pp. 51-68

Randolph, A.w (1995) *Navigating the journey to empowerment, Organizational Dynamics*

Randolph, W. A. 2000. *Re-thinking empowerment: Why is it so hard to achieve? Organizational Dynamics* 29:94-107

Rothman & Coetzer (2003), *The Big Five Personality Dimensions and Job Performance*, Vol.29 pp. 68-74

Schermerhorn, Hunt, Osborn, (1985), *Organizational Behaviour*, vol.7

Sensoca, B. and Philips, H. (2011), “*Employee empowerment for sustainable design*”, *Journal of Corporate Citizenship*, Vol. 11 No.5, pp. 165-183.

Sharma, M., & Bhati, M. (2017). *The Role of Organizational Factors of Empowerment and Motivation in Enhancing Employees' Commitment in Indian Automotive Industry*. *Universal Journal of Industrial and Business Management*, 5(3), 29-37

Shields, J. (2016), *Managing Employee Performance and Reward: Concepts, Practices and Strategies*, Cambridge University Press, Cambridge.

Singh, R. and Aluwalia, D. (2011), “*High investment human resource systems in Indian organizations*”, *Journal of Management*, Vol. 9 No.1, p. 70.

Spector, P. (1986), *A Meta-Analysis of Studies Concerning Autonomy and Participation at Work*, vol.39, 1005-1016.

Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). *Impact of Training on Employee Performance: a Study of Telecommunication Sector in Pakistan*. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 646-661.

Suresh, D., & Jaleel, N. A. (2015). *Impact of Employee Empowerment on Organisational performance Case of Automobile Industry in Chennai city of Tamil Nadu in India*. *International Journal of Innovative Science, Engineering & Technology*, 2(4), 20-31.

Taktaz, B., Shabaani, S., Kheyri, A., & Rahemipour, M. (2012). *The Relation between psychological empowerment and performance of employees*. *SINGAPOREAN Journal Of Business Economics, and Management Studies*, 1(5), 19–26.

Thomas, K.W. & Velthouse, B.A. (1990). *Cognitive elements of empowerment: An “interpretive” model*. *Academy of Management Review*, 15(4), 666-681.

Ugboro, I. O., & Obeng, K. (2000). *Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: an empirical study*. *Journal of quality management*, 5(2), 247-272.

Wright, P. & Geroy, D. G. 2001. *Changing the mindset: the training myth and the need for word-class performance. International Journal of Human Resource Management* 12,4, 586–600.

Yadav, P.D. and Verma, A. (2015), “*Exploring the Dimensions of Women Empowerment among Microfinance Beneficiaries in India: An Empirical Study in Delhi-NCR*”, *Journal of Applied Management and Investments*, Vol. 4 No. 4, pp. 260-270.

Ziang, T. and Linchou, S.K. (2010), “*Engagement challenges in performance management in China*”, *Journal of Eastern Management*, Vol. 16 No. 2, pp. 6091.

Zuvarashe Judith Mushipe (PhD)Assistant Professor, ST Thomas University, Miami Gardens, Florida, USA
Wilkinson, A. (1998) “*Empowerment: theory and practice*”
Personnel Review, Vol.27 No. 1 pp 40-56

Appendix



RESEARCH QUESTIONNAIRE

Title: The effect of Employee Empowerment Practices on employee performance: in the case of Panafric Global PLC (PAG)

Dear Respondent,

Thank you for giving your time to fill this questionnaire!

Please note that this questionnaire is gathered for the partial fulfillment of Mater of Business Leadership (MBL) on the title of “The effect of Employee Empowerment Practices on employee performance” the PAG. Kindly note your response is highly confidential and important.

Regard,

Hanna Gebreyesus

MBL student

Email-hannagyesus@gmail.com

Phone--251913813429

Advisor: Mengistu Bogale(PhD)

Section I: General Question – please circle your answer

1. What is your Gender?

- 1) Male
- 2) Female

2. Your Education Level:

- 1) Below Diploma level
- 2) Diploma level
- 3) Degree level
- 4) Post graduate level

3. Which department do you work under?

- 1) Marketing
- 2) operation
- 3) operation Administration
- 4) Finance
- 5) HR
- 6) Packing and Moving
- 7) Training and development

4. What is your designation /position?

- 1) Junior level.
- 2) Middle Level.
- 3) Senior Level.
- 4) Manager or Director Level

5. How many years you have been working in PAG?
- 1) Below 2 years
 - 2) from 3- 5 Years.
 - 3) From 5-10 years.
 - 4) above 10 years
6. How many years are your total working experience?
- 1) Below 2 years
 - 2) from 3- 5 Years.
 - 3) From 5-10 years.
 - 4) above 10 years
7. In the total years of your work experience in PAG, How often training are given to employees within a month?
- 1) None
 - 2) one times
 - 3) two times
 - 4) More than two times
8. How many times you have got training during you have been in PAG?
- (1) None 2) one times (3) two times (4) more than two times

Section II-Employee Empowerment Practices

Training

1. Training is one of the empowerment activities to enhance employee performance
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
2. There is the training plan in my organization
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
3. Training enhances my work performance and enables me to meet my set targets.
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
4. I have attended training concerning my job descriptions (skills and competencies)
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
5. Employees of my organization are constantly trained to develop and enhance their knowledge and skill
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
6. My Manger/supervisor/leader believe that training is a developing talent and a good investment.
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
7. My confidence has been enhanced through training in PAG
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
8. Training is given to employees in my organization (PAG) based on need assessment
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

Awarding

1. Awarding system has an important role in the performance of an employee
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
2. There is award system in my organization
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

3. The award system in my organization is transparent
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
4. Every employee participate in voting for the award
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
5. My Vote has an essential role in the result of the winner for an award.
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
6. I believe the performance of employees would have been different if the awarding system does not exist
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

Decision Making

1. The management encourages team building (working teams)
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
2. Employees are allowed to participate in decision- making process
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
3. Management encourages employees to develop creativity and innovative ideas.
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
4. I was oriented thoroughly on achievement organization goals and objective.
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
5. We have been collaborating on working with company mission and vision.
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
6. I have full authority in accomplishing my task
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
7. There is a regular open discussion among staff concerning strengths and weakness in job performance starting at the department.
1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

8. Each staff is free to bring in his or her inputs and all suggestions are effectively taken by the responsible leader for implementations if they comply with the respective activity.

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

9. Working increases ownership in decision making and enables employees fully participate in work process.

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

Employee Performance

1. My performance is highly affected with empowerment variables such as training, award and decision making power

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

2. My company allows me to participate in evaluating my performance (self-evaluation)

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

3. I participate in rating other employees. (peer rating)

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

4. I always cooperate with other co-workers to perform various tasks

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

5. There is recognition of efforts of employee at the Agency

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

6. Performance appraisal of employee is excused at the Agency

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

7. Regularity of assessment of employee performance is observed

1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree

8. I always support and defend my organizational objectives.
 - 1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
9. My performance is evaluated relatively to the pre-established goals and objectives.
 - 1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree
10. Team performance is usually rated by taking into account individual contribution to the team performance
 - 1) Strongly Agree 2) Agree 3) Undecided 4) Disagree 5) Strongly Disagree