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# **Addis Ababa University School of Graduate Studies School of Commerce**

## **The effect of Employee Empowerment Practices on Employee Performance: The case of EngenderHealth Inc Ethiopia**

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**Advisor: Abraraw Chane(PhD)**

**A final project work submitted to the School of Graduate  
Studies of Addis Ababa University School of Commerce in  
partial fulfillment of the requirements for the Degree of  
Master of Arts in Business Leadership**

**June, 2021**

## ***Declaration***

I the undersigned declare that the project research work entitled: “The effect of Employee Empowerment Practices on Employee Performance: The case of EngenderHealth Inc Ethiopia”, is the output of my own effort and study for the partial fulfillment of Degree of Master of Arts in Business Leadership. I have produced it independently with the guidance and suggestion obtained from my research project advisor, Abraraw Chane (PhD). Moreover, this study has not been done, submitted and presented on this particular organization for any degree in this university or any other university for the award of Degree or Diploma Program. All other contributors and/or sources used for the study have been duly acknowledged.

**Yenenesh Hailu Bogale**

**Signature**\_\_\_\_\_

**Date**\_\_\_\_\_

**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**SCHOOL OF COMMERCE**  
**DEPARTMENT OF BUSINESS LEADERSHIP**

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**A research project submitted to the School of Graduate Studies of Addis  
Ababa University School of Commerce in partial fulfillment of the  
requirements for the Degree of Master of Arts in Business Leadership**

This is to certify that the research project conducted and presented by Yenenesh Hailu Bogale entitled “The effect of Employee Empowerment Practices on Employee Performance: The case of EngenderHealth Inc Ethiopia” and submitted in partial fulfillment of the requirements for the Degree of Masters of Art in Business Leadership complies with the regulation of the university and meets the accepted standards with respects to originality and quality.

**Approved by Board of Examiner:**

Internal Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

External Examiner \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Advisor: \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

## *Statement of Certification*

This is to certify that Yenenesh Hailu Bogale has carried out this project work on the topic entitled “The effect of Employee Empowerment Practices on Employee Performance: The case of EngenderHealth Inc Ethiopia” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Master of Art in Business Leadership.

**Abraraw Chane (PhD)**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

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## *Acknowledgement*

First and foremost, I would like to thank Almighty God for his unconditional support throughout my life and making me strong to accomplish this research work. Next I would like to express my genuine thank to my advisor, Abraraw Chane (PhD) for all effort that he exerted, for his continuous and valuable support for the accomplishment of this research.

I would like to express my sincere gratitude to my dear husband for his indispensable and unreserved support since the beginning of my education to its completion and assisted me to succeed in my career.

I feel blessed and honored to have you in my life. Special thanks for my mom and sisters for your support and encouragement. Also I express my thanks to my lovely daughters Solyana and Yemariam, you supported me by giving time and understanding during my study.

Finally, I am also thankful to all EngenderHealth Ethiopia office's employees, appreciate the support given to me at the time of data collection.

Thank you all!!!

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## ***Abstract***

*The purpose of the study is to assess the effect of employee empowerment practices on employee performance of EngenderHealth Ethiopia. The study adopted descriptive and explanatory research design with quantitative research approach. Census method was employed to collect primary data on pertinent information by using online data collection method from 66 respondents. Descriptive statistics, correlation and regression analysis used to analyze the data. The result obtained prevailed that, respondents received limited number of training from EngenderHealth Ethiopia. There is strong positive and significant linear relationship between variables constructed to measure employee empowerment and employee performance at 1% significant level. Moreover, the result of multiple linear regression prevailed that, the effect of employee empowerment practice have positive and significant on employee performance. In addition to these, the standardized coefficient of information sharing, knowledge development and autonomy confirms a one standard deviation increase of these variables increase the employee performance respectively by 0.368, 0.227 and 0.498 standard deviation at 1%, 10% and 1% significant level. Based on the study finding, the study recommends providing and increasing the frequency of all rounded and specific training for the employees in order to boost their performance .The study also recommends that EngenderHeaalth Ethiopia should continue empowering employee practices and the rewarding system should be place on performance based decision.*

*Key words: Employee Empowerment, Training, Employee Performance, EngenderHealth Ethiopia.*

# **Chapter One**

## **Introduction**

In this chapter the background of the study, the background of the organization, statement of the research problems, the research questions, research objectives, scope and limitation of the study, significance of the study, and the definitions of key terms of the study are presented and discussed.

### **1.1. Background of the Study**

Leadership could be a practice whereby an individual impacts a group of people to achieve a common goal. There are many various definitions of leadership as there are folks that have tried to define it, some define leadership in terms of the power relationship that exists between leaders and followers. Leaders have power that they exercise to effect change in others. The concept of power is associated to leadership because it's a part of the influence process. Power is that the capacity or potential to influence. People have power once they have the capacity to affect others' beliefs, attitudes, and courses of action.

Leadership is the process of influencing followers; leaders play an important role in achieving organizational goals by creating an atmosphere that affects the attitudes, motivations, and behaviors of employees. Leaders can motivate employees to do their jobs effectively and influence them to take risks in decision-making, proper coordination, and a good attitude toward work. Positive motivation always leads to proper employee empowerment and increases healthy productivity of the organization. Kanter (1997) defines the ability to empower people from the perspective of leadership roles, which means that managers adopt the coaching style instead of controlling one supports persons to solve problems by sharing power with others. She believes that empowerment is the result of decentralization, flattering hierarchy, and increased worker participation.

Empowering others is a leaders' ability which allows them to reinforce and develop their constituents by sharing power and giving visibility and give credits to their employees (Kouzes and Posner, 2002).

Empowerment refers to the delegation of power and responsibility from higher levels within the organizational hierarchy to lower level employees, mainly the ability to make work related decisions. Employee empowerment has been related to the concept of power, implying that power in organization should be re-shared from the highest management to the lower management. Empowerment is the process that allows individuals to think, behave and act to make decisions about their work independently (Han, 2015), and employees sense they are considered as part of the organization and valuable, not just followers (Kok et al., 2011).

Empowerment has been defined in numerous ways, but most authors agree that the core element of empowerment involves giving employees a discretion (or freedom) over certain task related activities. Randolph (1995) defines employee empowerment as a transfer or allocation of power from the employer organization to the employees. Blanchard et al. (1997) argued that empowerment is not only having the freedom to act, but also having higher degree of responsibility and accountability. This indicates that management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives (Williams, 1997).

Empowerment embraces a comprehensive context that can be frequently observed through many dimensions and perspectives. It also considered as a collection of managerial practices intended towards improving an employee's autonomy and responsibilities thereby empowering them to discharge their duties and responsibilities more effectively and efficiently (Abdissa. and Fitwi, 2016).

Empowerment assist people to improve their self-confidence, address their powerlessness and helplessness, and have the keenness and intrinsic motivation to perform the tasks (Blanchard, Carlos, and Randolph2003). It is granting more authority to the staff to precede the mandatory decisions without the approval of the upper authorities.

## **1.2. Background of the Organization**

EngenderHealth is a leading global women's health organization with a vision to create a gender-equal world where all people achieve their sexual and reproductive health and rights. In nearly 20 countries around the world, EngenderHealth creates lasting change by training health care professionals and partnering with governments and communities to make high-quality family planning and sexual and reproductive health services available today and for generations to come.

EngenderHealth started its presence in Ethiopia in 1987 through introducing long acting and permanent methods of contraception, Comprehensive Abortion Care (CAC) and providing technical support both to the Ministry of Health of Ethiopia and Family Guidance Association of Ethiopia (FGAE), an indigenous NGO and pioneer of Family Planning /FP services in Ethiopia. It then, opened the country office, EngenderHealth Inc. Ethiopia in 2001, and legally registered with the Charities and Societies Agency under license no. 1233.

Currently, EngenderHealth Inc. Ethiopia, in partnership with the Federal Ministry of Health and partner organizations, is implementing 5 projects to support the Ethiopian governments effort to expand Family Planning and other reproductive health services in more than 300 woredas across 7 regions and 2 city administrations covering more than 850 health centers/hospitals and 2000 health posts.

EngenderHealth Inc. Ethiopia works in eight regional states of Ethiopia (Oromia, Amhara, Southern Nations, Nationalities, and People's Region (SNNPR), Sidama, Somali, Harari, Afar and Benishangul Gumuz) and in two city administrations (Addis Ababa and Dire Dawa), covering a total of 320 districts. For more than three decades, EngenderHealth Inc. Ethiopia has played a critical role in improving Sexual and Reproductive Health (SRH) care in Ethiopia, where we have supported the government of Ethiopia to dramatically expanded Ethiopian women's access to lifesaving family planning (FP), Maternal Health (MH) and Adolescent and Youth SRH (AYSRH) services. EngenderHealth has contributed to the prevention of 1.2 million unwanted pregnancies, half a million unsafe abortions, 4,300 maternal deaths and 30,700 child deaths.

### **1.3. Statement of the Problem**

The formal rules and procedures to guide work processes were not sufficient to boost employee performance (Spreitzer, 1995), enhancing employee performance is required through employee empowerment as the work processes of managers cannot be totally organized by formal procedures and routines.

Currently more than seventy percent of organizations in the world have adopted some kind of employee empowerment initiatives in their workforce (Ahadi, 2014). Empowering employees enables organizations to be more flexible and responsive (Mathieu et al., 2006) and can lead to enhance both employee and firms' performance (Dainty et al., 2002; Ozaralli, 2003; Bordin et al., 2007, Ke and Zhang, 2010).

Empowerment has become predominantly important for service providing organization, targeting to control or improve service excellence and customer satisfaction (Klidas et al., 2007), on the other hand reduction of employee morale not only demotivates the employees but also reduces their commitment to the organizations and negatively influences the performance of the employees (Shields 2016).

Different studies on employee empowerment have been conducted and revealed that it has associated to employee performance in terms of improving efficiency, job satisfaction and decrease in staff turnover in organizations (Sun, 2016;Tetik, 2016 ;Yilmaz, 2015; Hee et al, 2014; Tajuddin, 2013;Ongori, 2007).

In Africa, a study conducted by KIPRA (2013), showed a positive significant relationship between employee training and service delivery in public organizations in Kenya .Nassar (2017), examined the effect of empowerment on organizational changes acceptance among Egyptian chain hotels employees.

In Ethiopia, most of the studies conducted were related to leadership style and employee job satisfaction. Some studies were conducted on the impact of employee empowerment on job satisfaction; Degago (2014) conducted a study on the impact of psychological empowerment on employee performance taking small and medium scale firms, Abdissa and Fitwi(2016) conducted study on the impact of psychological empowerment on employees' job satisfaction on commercial bank of Ethiopia in the Gedeo zone.

Tesfaye (2019) conducted study on the effect of employee empowerment practices on employee performance of Ethiopian agricultural transformation agency and Hana (2020) conducted a study on the effect of employee empowerment practice on the employees' performance in Panafric global plc.

This shows that in Ethiopia, in many organizations the effect of employees' empowerment practices on employees' performance not studied well and limited studies were conducted. Moreover, in Ethiopia, the conducted few studies were focused mainly on profit making business organization and study that has been conducted on employee empowerment and employee performance in the case of nonprofit organizations(NGOs) is scant in general and there was no such studies conducted taking Engender Health Inc. Ethiopia in particular.

Thus, therefore this study will fill these gaps and contribute to the growing body of knowledge on the effect of employee empowerment practices on employee performance in the EngenderHealth Inc. Ethiopia, one of international NGO's works in eight countries around the world.

#### **1.4. Objective of the Study**

##### **General objective**

The overall objective of the study is to assess the effect of employee empowerment practices on employee performance.

##### **Specific objectives**

The specific objectives of the study are:

- To examine the existence of employee empowerment practices at EngenderHealth.
- To assess the status of employee performance of EngenderHealth
- To analyze the relationship between employee empowerment practices (Information-sharing, Knowledge development, Autonomy, and Rewards) and employee performance.
- To analyze the effect of employee empowerment practices (Information-sharing, Knowledge development, Autonomy, and Rewards) on employee performance.

## **1.5. Research Questions**

The study was intended to answer the following research question;

- What is the effect of employee empowerment on employee performance?
- What is the status of employee performance in EngenderHealth Ethiopia?
- What is the relationship between employee empowerment practices on employee performance?
- What is the effect of employee empowerment practices on employee performance?

## **1.6. Significance of the Study**

The significance of this study is to understand the effect of employee empowerment practices on employee performance in the case of EngenderHealth Ethiopia Office. The results of this study will provide knowledge to the leaders and managers in order to implement empowerment practices to enhance the performance of employees as well as the performance of the organization. The findings from this study will also add to the existing body of knowledge by helping leaders to demonstrate empower practices in changing situations and affecting followers' performance in a positive way. Finally, besides bridging the gap in information pertaining the relationship between employee empowerment and employee performance ,the study would have used for further studies in related topics both for researchers and practitioners.

## **1.7. Scope of the Study**

The scope of the study is limited to single organization. The target population of this study is only employees in EngenderHealth Ethiopia office. The objective of the study is to identify the relation between employee empowerment practices and employee performance. And also the study dedicated to assess whether the empowerment practices are implemented or not. Hence, study is only focus on the variables: knowledge development, information-sharing, autonomy and rewards and how these variables affect the employee performance.

## **1.8. Limitation of the study**

The short period of time given to accomplish the research work was the major limitation of the study. Moreover, as the survey questionnaire administered using the online platform, lack of internet connection particularly in some region made not to obtain responses from potential

respondents that decreases the response rate of respondents also the other limitation of the study. In addition to these , as the study depend on the respondents' self-assessment containing self-reported performance levels which could not be cross checked with their real performance that recorded in the organization also considered as limitation of the study.

### **1.9. Definition of key terms used in the study**

**Empowerment:** is the mechanism of giving an employee the authority to make decision and is often associated with the distribution of responsibility from managers to other employees (Saif & Saleh, 2013).

**Employee empowerment:** means encouraging and allowing individuals to take personal responsibility for improving the way they do their jobs and contribute to the effects of empowerment on employee performance in the workplace to achievement of organizations goals. (Govindarajan and Natarajan, 2009).

**Employee performance:** means the quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output (Shahzadi, et al, 2014

**Information sharing:** describes the exchange of data between various organizations, people and technologies.

**Knowledge development:** refers to efforts of organization to increase employees' access to job related knowledge and skills through training and job-embedded learning.

**Reward:** give something to someone in recognition of their services, efforts, or achievements.

**Autonomy:** is to what extent an individual takes initiative and acts freely in his job, taking responsibility for his outcomes (Yulk & Becker, 2006)

### **1.10. Organization of the study**

This study comprises of five chapters, chapter one, presents the introduction that consists:, background of the study, background of the organization, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitation of the study and definitions of key terms used in the study. Chapter two presents both theoretical and related empirical literature review.

Chapter three describes the methodology used in the study. Chapter four discusses the analysis of the result obtained from the study. Finally, chapter five presents summary of major findings, conclusion and recommendation drawn from the study.

## **Chapter Two**

### **Review of Related Literature**

This chapter presents and explains both the theoretical and empirical related literatures on the concept of empowerment, employee empowerment, employee performance and the effect of employee empowerment on employee performance.

#### **2.1. Theoretical Literature**

##### **2.1.1. Definitions and Concepts for Employee Empowerment**

The notion empowerment means making people feel valuable by involving them in decision-making, requiring them to participate in the planning process, praising them, and continuing to provide appropriate training and support. It gives employees the opportunity to contribute to the overall success of the organization. “When you allow employees to think independently and help the company, they will respond with improved work effort and greater efficiency” (Malan, 2002).

With the view of Olshfski and Cunningham (1998), employee empowerment means delegation or sharing of power, authority or responsibility that people in the organizational structure share with the lower members of the organization. In essence, this is a process of decentralizing decision-making power in an organization. In this organization, managers can provide more discretion and autonomy to the front-line managers.

Hickey and Casner-Lotto (1998) pointed out that empowerment is refers to the direct delegation of non-management employees to a large number of decision-making powers usually reserved for managers. They also argued that the hallmark of a truly participatory organization is the work system, which is structured to make employee involvement ongoing.

Estad (1997) mentions for the participation of all people, including management and employees, which led to the disappearance of the boundaries between formal and informal leaders and inclusive organizations with "leading leaders." At that level, everyone in the organization feels empowered. This participatory management practice balances the participation of managers and

their subordinates in information sharing, making decisions, or solving problems endeavors (Wagner, 1994).

Employees who are empowered are more active and productive than people who are not empowered; this is the basic assumption of empowerment (Thomas et al., 1994). Empowered employees have a comprehensive understanding of their work, so they can plan and arrange work, and are capable to find and resolve any obstacles that hinder their performance (Cook et al., 1994).

Recently, empowering employees has become part of the global business philosophy (Rehman et al., 2015). In addition, empowered employees become more proactive and enthusiastic to provide quality services to improve customer satisfaction (Shahril et al., 2013). On the other hand, employees must not only have the right to make appropriate decisions, but also must be responsible for the consequences of their own decisions to reduce irresponsible behavior at work (Scarnati .B and Scarnati. J, 2002).

Empowering employees has become a central theme of related leadership and management practices, and it has been recognized that these practices make organizations more competitive. Empowering employees is the most effective tool to improve individual and team effective utilization capabilities in accordance with the organization's goals and can increase employee productivity (Azarinia, 2008).

Allowing others to act, as described by Kouzes and Posner (2002), is to develop the collaboration and empowerment of others, and these are the characteristics of transformational leadership. In addition, Avolio and Bass (2004) mentioned that it is necessary to maximize and develop the employee potential by introducing their transformational leadership model. In fact, an important responsibility of transformational leaders is to empower followers to achieve organizational goals and performance objectives (Avolio et al., 2004). Bartram and Casimir (2007) pointed out that transformational leaders can improve the performance of followers through empowerment.

Leaders must treat their subordinates as individuals rather than as a group, and they must also understand the developmental needs of their subordinates. To increase the potential of followers and empower them, leaders will train and guide subordinates (Avolio and Bass, 2004). Using a method to develop employees' sense of self-efficacy can enhance their empowering (Pelit et al.,

2011). In some cases, empowering followers to lead lower-level employees in the organization to realize the best insight. The leader's role in empowering others should be a coach and/or mentor (Robert et al., 2000).

The occurrence of empowerment in the organization allows employees to be more proactive and independent in serving the organization to attain its objectives. The objective of empowerment is not only to guarantee that the right employees make effective decisions, but also to provide a mechanism so that accountability for those decisions is vested in individuals and teams.

### **2.1.2. Types of Empowerment**

There are two main types of employee empowerment exist in the literature, namely, structural empowerment and psychological empowerment. The sub sections below presents the difference between these two types of empowerment.

#### **2.1.2.1 Psychological Empowerment**

Psychological empowerment refers to psychological states that is necessary for an individual to have a sense of control related to their work. From the psychological point of view it is not only to focus on managerial practices that share power with employees at all levels, but also to focus on how employees practice their work. This opinion considers empowerment as a personal belief that employees have about their role related to the organization.

Psychological empowerment is "conceptualized as the improvement of motivation for the task due to the positive orientation of an individual to the work role" (Yulk and Becker, 2006). By the virtue of Conger and Kanugo (1988), psychological empowerment is considered as the motivational notion of self-efficacy. Psychological empowerment is also described as intrinsic motivation for the task and contains four cognitions that reflect the orientation of the individual towards his or her role in terms of meaning, capacity, self-determination and influence (Thomas and Velthouse, 1990).

Psychological empowerment describes to increase in task motivation or improve self-efficacy by satisfying employee's need for self-determination (Thomas and Velthouse, 1990; Liden et al., 2000; Zhang and Bartol, 2010) and it creates a sense of belonging, which generally makes employees more engaged in the workplace (Fock et al., 2011).

### **2.1.2.2 Structural Empowerment**

Structural empowerment refers to an organizational mechanism that can delegate responsibilities and decision-making power from management to employees (Kanter, 1993),

Empowerment from the social structural perspective is sharing of power through the delegation of responsibilities throughout the organization chain of command (i.e., formal authority or control over organizational resources; Conger and Kanungo, 1988). When sharing decision-making power, the senior management can have ample time to act strategically and innovatively about how to transfer the organization forward. In this regard, power means that it has the ability to make decisions related to individual's work or role and having formal authority or control over organizational resources (Lawler, 1986). Relevance is important for empowered employees to have the power of making decisions that is Organizational policies suitable within their scope and domain of their work. Social-structural empowerment is about the participation of employees with an increase in access to opportunity, information, support and resources throughout the organizational chain of command.

Structural empowerment also referred as organizational policies, practices, and structures that give employees greater freedom to make decisions and exert influence regarding their work (Mills & Ungson, 2003; Greasley et al., 2008). The structural aspect of empowerment is to consider empowerment in relation to the power reallocation model, and the balance of power will create trust and teamwork spirit. Researchers have identified organizational practices and structures for the transfer of power through the development of knowledge and skills, access to information, support, resources and responsibilities as empowering.

Other organizational structures that help the growth of empowerment include: access to information, receiving support, access to the resources necessary to complete the work, and opportunities for learning and growth. Jobs that provide discretion and essential to the purpose of the organization helps employees gain access to these empowering structures and is a source of formal power (Kanter, 1977). On the other hand, it is recognized that employees who have strong relationships with colleagues, superiors, and other members of the organization have informal powers and can use empowerment structures to a greater extent.

Structural empowerment is a powerful way to create workplaces to attract and retain people, because employees have the opportunity to improve their capability, acquire new skills, and be rewarded for their contribution to the goals of the organization (Ahadi and Suandi, 2014). Structural empowerment originates from senior management and is transmitted to employees, which is the ground of the agreed from the point of view of the empowerment initiation process (Appelbaum et al., 2014). According to Ameeret et al. (2014) if employee at low levels of the organizational ladder has access to opportunities, information, resources, and support, then they can be structurally empowered.

From a structural point of view, empowerment removes barriers between managers and subordinates, which leads to better communication and information sharing, and allows employees to participate in the decision-making process (Baird and Wang, 2010; Haas , 2010).

## **2.2. Empowerment Practices**

Employee empowerment practices or strategies include management leadership and commitment, communication, employee inclusion, reward system, clearly defined goals, managerial strategies, training, delegation of authority, employees' suggestion scheme and interaction with top executives (Sahoo and Das, 2011). Three key organizational practices associated with empowerment, climate is autonomy boundaries, information sharing, and team accountability (Blanchard, 1997). This study adopted the employee empowerment practices such as information sharing, knowledge development, autonomy and reward that indicated by Bowen and Lawler (1995).

### **2.2.1. Information-sharing**

The present literature on employee empowerment is unanimous agreed on the necessity for increased information-sharing or open communication though their way of describing the importance is different. "The first key is to share information with everyone.... People without information cannot act responsibly"(Blanchard, Carlos and Randolph, 1996). In line with Ginnodo (1997), information-sharing" involves articulating a vision, values strategies and goals; aligning policies, practices and business plans; improving processes; organizing, communicating and walking the talk' of total quality.... and removing barriers that prevent outstanding performance."

According to Bowen and Lawler (1992), communication and information are considered as the lifeblood of empowerment. When we protect our employees, we are acting like their parents, treating them like children. If we trying to create the mind-set that everyone is responsible for the success of this business, then our employees need complete information.” An important part of employee empowerment is demonstrating confidence in the worker, however many supervisors hesitate to just let employee go on their own. This may be a call for some limitations on the form of information sharing.

Accurate, timely and relevant information is regarded as one of the greatest important elements in generating authority and accuracy in decision-making. Continuously supply of employees with necessary work information provides important support for their ability to make independent decisions, and by increasing the possibility of making decisions accurately, it will provide their ability and growth in self-reliance (Ghafarian, 1998). Managers who want to increase sense of empowerment in employees, must provide them all the information they need to perform their work (Abdollahi, 2004).

The main element of empowerment is to share information with employees and communicate correctly. The relationship between managers and employees provides the possibility of taking advantage from employees' knowledge to managers (Abtahi & Abbasi, 2007). Therefore, participation in information: is the first key in empowerment of people and organizations, let people clearly understand the current state, build confidence throughout the organization, eliminate the traditional hierarchical way of thinking (Bazaz Jazayeri, 2005).

Information must be communicated and shared to employees on the vision, mission, strategy, goals, and action plans of the organization, giving them the opportunity to participate in the management of the organization, problem solving and the realization of strategic objectives.

### **2.2.2. Knowledge Development**

Development of employees' knowledge and skills is becoming increasingly important within the face of globalization, technological change and growing tendency towards an empowerment culture (Bloom and Lafleur, 1999). Knowledge refers to efforts on the a part of management to boost employees' access to job related knowledge and skills through training and job-embedded learning such the identical will enable the workers to develop new ideas and creativity.

The objective of training is the development and improvement of the essential skills by employees to efficiently manage their increased power and responsibilities and make accurate judgments. Fruitful training usually supports goal of empowerment by increasing morale and motivation, increasing flexibility, decreasing employee turnover, and permitting employees to perform independently without the need continuous supervision. McLagan and Nel (1995) support the need for organizations to use training as a core business empowerment strategy. He said: "Training and development have a positive impact on the organization's financial performance... Flexible job design, training, and development further increase productivity.

Nicholls (1995) proposed a three-stage training framework, which reflects the empowerment that occurs when the organization engages and responds to people where enabler is the first stage, coaching enabler is the second stage, the third stage is the visionary enabler. When talking about the value of training and development as an empowering strategy, Guillory and Galindo (1996) said: "Personal growth drives broader empowerment... When managers encourage training, interactive mentoring, and career development opportunities, development will be more effective". According to Fadal (2003), companies are starting to accept the fact they must empower their employees through training and development because of the benefits associated with it.

When employees learn that high-quality work is crucial to the success of the organization and to their own job security, they're likely to become more conscientious. Once they become fully responsive to what is expected of them and how their efforts fit into the large picture, then receive the abilities to fulfill those demands, the standard of their work mostly increase (Bloom and Lafleur, 1999). Educational efforts empower employees to improve their knowledge, skills and abilities, not only to do better their own work, but also to acquire the skills and economic conditions of the entire organization (Lawler, 1996).

### **2.2.3. Autonomy**

The notion autonomy could also be defined as the degree to which one may make significant decisions without the consent of others. At various levels of study we may observe the autonomy of people within an organization or the autonomy of organizations or subunits thereof...an employee, a manager or the other organizational member is comparatively autonomous if he can make most of the important decisions relevant to his job without requiring permission from

people within the organization (Brock, 2003). And giving front-line employees more decision making autonomy was found to assist the competitiveness of the firms (Nielsen and Pedersen, 2003; Hall, 1991:32, Datta et al., 1991). Empowerment is commonly thought to be a way capable of generating improvements in workers' morale by offering them greater control over what happens at work (Spector, 1986). Moreover, employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making about their specific organizational tasks (Dobre, 2013).

Empowerment thus helps to make autonomy for employees, allows the sharing of accountability and power at all levels, develops employee self-esteem, and motivates employees to improve performance. Considering the case at the individual level, the personal factors that endorse empowerment are: challenging work, enthusiasm, competence, maturity, self-esteem, etc. Most of these factors can be improved through training and development because it plays a catalytic role in promoting employee empowerment and participation (Kumar.M and Kumar A, 2017).

#### **2.2.4. Rewards**

A high involvement system requires a distinct reward system- one that rewards performance instead of the task intrinsically (Lawler, 1992). However, an outsized body of research shows pay and other extrinsic rewards can still be used effectively to extend effort, performance and job satisfaction (Lawler, Mohrman, and Ledford, 1992; 1995).

The performance-based reward system is a process that permits the link between the performance management system (PMS) and personal responsibility by setting performance goals and employee reviews to promote continuous improvement. In lieu of the resource-based view, employees are considered as the resources and assets of the organization. Therefore, organizations must develop strategies to identify, encourage, measure, evaluate, improve and reward employees' performance at work, thereby empowering employees.

### **2.3. Employee Performance**

Employee performance refers to the achievement of results, goals or standards by employees according to the expectations set by the organization. Evaluate how well employees are doing their work according to established performance standards and it is measuring the achievement of a given task as per pre-set standards of accuracy, completeness, cost and speed, the initiatives

taken, their creativity in solving problems, and the originality of the way of using resources, time and energy (Rothman and Coetzer, 2003, Sultan, 2012).

Employee Performance means employee productivity and output as a result of employee empowerment. Employee performance is an outcomes or end results of a certain activity that emanated from behavioral aspects of the employee (Aguinis, 2009).

Based on the view of Shields (2016), employee performance has been defined as the degree to which an employee accomplishes the duties and responsibilities. Thus, employee performance has been associated to outcomes, and communal efforts and manners pertinent to organizational goals, which are controlled by the employees (Jiang et al., 2007).

According to Kumar (2017) employee empowerment is a motivational strategy that promotes employees' sense of satisfaction towards their job and organization. They add that empowered employees are happy with the training they received, self-development programs, employee meetings, their participation in the various activities and consideration of their ideas and opinion. Extant literature suggests that employee empowerment has a direct influence on employee performance (Meyerson and Dewettinck, 2012)

## **2.4. Empirical Literature**

Different studies conducted on the employee empowerment, employee empowerment and employee performance both in developed and developing countries. Dahou and Hacini (2018) investigated the determinants of employee empowerment in Jordanian bank employees and pointed out that decision-making power has an impact on employee empowerment.

A study by Al-Dmour, and Yassine (2019) on the impact of employee empowerment upon sales workforce performance in the five stars hotels of, confirmed the positive and significant impact on employee empowerment on employee performance. Similarly study by Hee et al. (2014) pointed out that as organization empowers employees to solve problems and make decisions freely and independently, employee performance improved positively and significantly.

With the reference to the public sector employee empowerment, Maldogaziev and Fernandez (2011), investigated the link between different empowerment practices and perceived performance by federal agencies. The study result showed that empowerment practice aimed to

give employees access to job knowledge, skills and discretion in altering the workflow can have a positive and basically significant impact on perceived performance.

In Ethiopia few studies conducted to investigate the impact of employee empowerment on employee performance. Degago (2014) study the impact of psychological empowerment on employee performance on the small and medium scale establishments in the city of Hawasa and the result showed a significant and positive relationship between the dimension of empowerment and employee performance. Tesfaye (2019) conducted study on the effect of employee empowerment practices on employee performance of Ethiopian agricultural transformation agency and investigated that employee training, communicating shared vision and participatory decision making are high determinant factor for employee performance. Hana (2020) conducted a study on the effect of employee empowerment practice on the employees' performance in Panafric Global plc and she investigated that training has a positive and significant effect on employee performance.

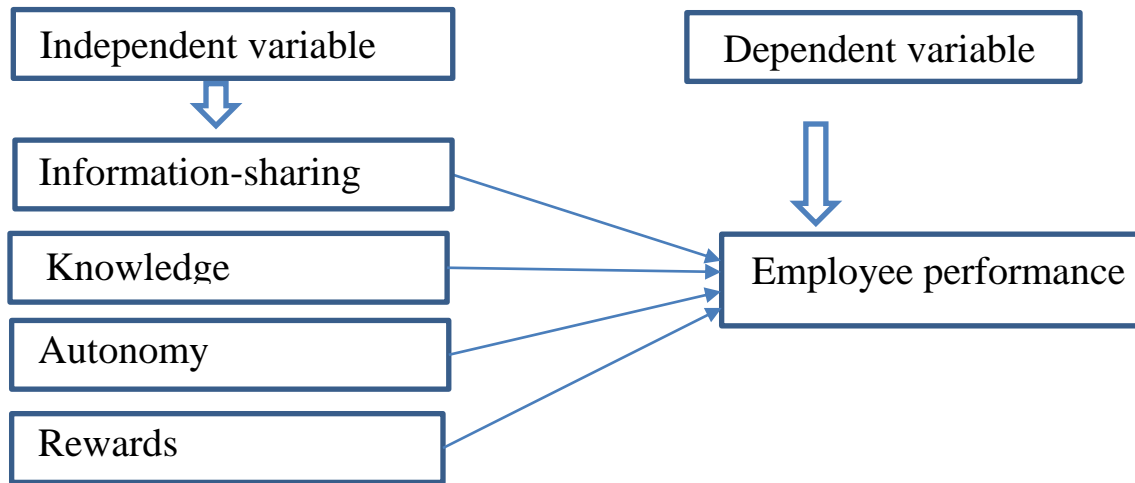
## **2.5 Conceptual Framework**

The conceptual frame work is regarded as a theoretical magnification of what the study wants to explore and allow the readers to get the objective of the research in specified form (Leshem and Trafford, 2007). It is established based on the findings of several researches in literatures and used as in the form of visual or written product that explains in the form of narration, graph of what is to be studied (Miles and Huberman, 2014).

In developing this conceptual frame work ,Randolph's empowerment model that explains sharing information with employees, creating autonomy through structures and allowing teams to become hierarchical structures can empower employees and contribute to their performance was used (Randolph, 1995). Based on this model, the project focuses on four variables (information-sharing, knowledge and development, autonomy, and rewards), which are determinants of employee performance Bowen and Lawler (1992).

In the conceptual frame work depicted below, employee performance is used as dependent variable and employee empowerment practices used as independent variables. Accordingly, variables such as Information-sharing, Knowledge development, Autonomy and Rewards as independent (predictor).

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



Source: Own construction based on Randolph, 1995, Bowen and Lawler (1992).

## 2.6 Research Hypothesis

Based on the above conceptual formwork the following hypotheses were tested for this study.

**H<sub>1</sub>:** Information sharing/ open communication has no positive effect on employee performance in EngenderHealth Inc. Ethiopia.

**H<sub>2</sub>:** Knowledge development has no positive effect on employee performance in EngenderHealth Inc. Ethiopia.

**H<sub>3</sub>:** Autonomy has no positive effect on employee performance in EngenderHealth Inc. Ethiopia.

**H<sub>3</sub>:** Rewards has no positive effect on employee performance in EngenderHealth Inc. Ethiopia.

## **Chapter Three**

### **Research Methodology**

This chapter discusses the research methodology used for conducting this research in general and particularly the research design and approach, population and sampling techniques, source of data and method of data collection, reliability and validity, linear regression model specification and construction of variables, method of data analysis and finally, ethical issues that related to the study are presented and explained .

#### **3.1. Research Design and Approach**

The notion research design refers to a strategic framework for action that serves as a link between research questions and the execution, or implementation of the research strategy (Durrheim, 2006). According to Kothari (2004) defined research design as the agreement of procedures for the gathering and analysis of data, obtaining results that is relevant to the research aim and goals.

With this backdrop this study employed both descriptive and explanatory research design. Descriptive research designed is employed as it describes the extent to which employee empowerment practices are demonstrated in EngenderHealth Ethiopia and the explanatory research design adopted as it helps to identify relationship between the employee empowerment practices and employee performance (Creswell, 2009). The study also employed quantitative research approach with cross sectional data that was collected by using closed ended survey questionnaires from employees of EngenderHealth Ethiopia using online data collection platform.

#### **3.2. Population and Sampling Techniques**

The study employed census method for the reason the total population of the study is small, thus the target population includes about one hundred (100) employees at different levels of EngenderHealth Inc. Ethiopia.

### **3.3. Source of Data and Methods of Data Collection**

Primary data was collected from employee of EngenderHealth Inc. Ethiopia. Different types of standard survey questionnaires such as Employee Empowerment Questionnaire (EEQ) and Employee Performance Questionnaire (EP) used to collect data on employee empowerment and employee performance. The Employee Empowerment Questionnaire (EEQ) was measured by using a five point Likert scale, each Likert type item given from number "5" to the phrase that best suits and goes down to "1" for the item that is least suitable ( i.e. 1= Strongly Disagree , 2 = Disagree , 3 = Neutral, 4 = Agree and 5 = Strongly Agree).The questions on employee performance also in scale format and item given from number 5= well above average , 4 = above average, 3 = average, 2 = well below average and 1=below average.

Employee empowerment questionnaires were adopted from Choudhury and Giri(2013) whereas performance related questions were adopted Webster (2006) and Mahoney, Jerdee and Carroll (1965) and it was modified in order to relate with the objective of the research

The structured questionnaire was consists of different items out of which some items has linked with demographic information such as age, sex, level of education, experience, frequency of training obtained and other items used to measure employee empowerment and employee performance. As the design of questionnaire affect the responses, the reliability and validity of the data considered in order to analyze and test the above stated objectives, research questions and hypothesis.

### **3.4. Reliability and Validity**

In the development of data collecting instrument (tools), a researcher should address the issue related to reliability and validity. Reliability referees to consistency (Kothari, 2004), the extent to which a measurement reproduces consistent results if the process of measurement was to be repeated (Malhotra and Birks, 2007).

The notion validity refers to the degree to which a measurement represents characteristics that exist in the phenomenon under investigation and it is the degree to which an instrument measures what it is supposed to measure (Bell and Bryman, 2003). Reliability analysis was conducted to check the internal consistency of measuring instrument using the familiar reliability test Cronbach alpha. The coefficient of Cronbach alpha varies from 0 to 1, and a value of 0.6 or less

generally indicates a poor level of internal consistency whereas value greater than 0.7 indicates acceptable internal consistency (Malhotra and Birks, 2007). Validity is achieved when the methodology and research data that is shown in the survey is accurate and true. Thus, therefore, validity and reliability have maintained in this study as the measurements of employee empowerment and employee performance were adopted respectively from Choudhury and Giri (2013) and Webster (2006), Mahoney, Jerdee and Carroll (1965). Moreover, data was collected using these standardized questionnaires from the employees of the EngenderHealth Inc. Ethiopia in addition to these, during online data collection process respondents were oriented how to fill the questionnaires, data was also checked for uniformity and completeness before entry into computer software for analysis. These all procedures contributed to ensure the validity of the study.

Although the study used standardized and tested questionnaires, the study should not rely on published alpha estimates instead measure alpha (Streiner, 2003). Accordingly, the Cronbach's alpha value for the overall scale is 0.835 whereas the values of Cronbach's alpha for employee empowerment scale is 0.731 and for employee performance scale is 0.743 as shown in Table 3.1 below. The values of Cronbach's alpha found in this study are acceptable as it exceeds 0.7 and hence, the obtained result indicates the reliability of the instruments used.

Table 3. 1. Summary of reliability statistics

Instruments	Cronbach's Alpha	Number of items
Employee Empowerment Practice Scale	0.731	17
Employee Performance Scale	0.743	9
Over all Scale	0.835	26

Source: Own computation, 2021

### **3.5. Linear Regression Model Specification and Construction of Variables**

In addition to the descriptive analysis and correlation analysis the study used multiple linear regression model to investigate the effect of employee empowerment practices on employee performance.

The multiple linear regression model used for the empirical analysis is given as:

$$Y_i = \beta_0 + \beta X_i + \varepsilon_i$$

Where ,  $Y_i$  = Employee performance

$\beta$ 's is parameters to be estimated

$X_i$  is a vector of employee empowerment practices

while  $\varepsilon_i$  is error term captures unobserved factors contributed to employee performance

More specifically, the above regression model is given as:

$$\begin{aligned} (\text{Employee performance})_i = & \beta_0 + \beta_1(\text{Information Sharing})_i + \beta_2(\text{Knowledge Development})_i \\ & + \beta_3(\text{Autonomy})_i + \beta_4(\text{Reward})_i + \varepsilon_i \end{aligned}$$

Where, the index  $i= 1,2,3,\dots,66$  represents respondents and the dependent variable Employee performance was constructed by taking mean of item used to measure employee performance(i.e EP1- EP9 items), the variable Information sharing was constructed by taking mean of item used to measure Information Sharing (i.e EEQ1-EEQ4 items), Knowledge Development was constructed by taking mean of item used to measure knowledge development(i.e EEP5- EEQ8 items), the variable Autonomy was constructed by taking mean of items used to measure Autonomy(i.e EEQ9-EEQ13 items), finally the variable Reward was measured by taking the mean of items used to measure reward(i.e. EEQ14-EEQ17 items)

### **3.6. Method of Data Analysis**

Both descriptive and inferential statistics used in the data analysis process. Frequency distribution, percentages used to analyze demographic variables. In addition to these, measures of central tendency and dispersion were utilized to survey questionnaires on employee empowerment practice and employee performance measures. To determine the relationship between variables on employee empowerment and employee performance the Pearson

correlation coefficient and multiple linear regression analysis were employed. Finally the data analysis was conducted by using SPSS (Statistical Package for Social Sciences) version 27.

### **3.7. Ethical Consideration**

As the notion ethics refers to the relevance of the researchers behavior kin to the rights of the participants or subjects of the research work (Saunders, Lewis and Thorn hill, 2009), this study tried to obtain permission from the EngenderHealth Ethiopia organization. After the permission obtained, respondents were informed about the purpose of the study, the confidentiality, privacy of respondents. Moreover, respondents were guaranteed their and the data obtained represented in the analysis and in the report was not attributed to individuals rather at aggregate level.

## **Chapter Four**

### **Data Presentation, Analysis and Discussion**

This chapter presents the collected data and discusses the results of the study. The subsequent section presents and discusses about response rate of respondents, demographic characteristics of respondents, descriptive analysis of employee empowerment practices and employee performance. Moreover it presents and discusses the linear relationship between employee empowerment practices and employee performance.

#### **4.1. Response Rate of Respondents**

Two set of questionnaire on employee empowerment practices and employee performance were used to collect data from employee of EngenderHealth Ethiopia. Initially 100 employees of EngenderHealth Ethiopia were targeted to fill the research questionnaires using online platform, however, due to problem associated with internet connection, 66 respondents filled the questioners. Thus, therefore the response rate is 66%, which is representing the employee of EngenderHealth Ethiopia for the reason the majority of respondents were working at the head office.

#### **4.2. Demographic Characteristics of Respondents**

Demographic variables are respondents' characteristics that contributed to the employee empowerment practices and employee performance presented in Table 4.1 and discussed in the subsequent page.

Table 4. 1. Demographic characteristics of respondents

Characteristics	Frequency	Percent
<b>Sex of respondents</b>		
Female	24	36.4
Male	42	63.6
Total	66	100
<b>Age category</b>		
25-30	7	10.6
31-40	39	59.1
41-45	9	13.6
46-50	6	9.1
Above 50	5	7.6
<b>Education level</b>		
Diploma	1	1.5
First degree	15	22.7
Second Degree	42	63.6
Medical Doctor	2	3.0
Second degree & Medical doctor	4	6.1
PhD	2	3.0
<b>Experience within EngenderHealth Ethiopia</b>		
1 - 4 years	31	47.0
5 - 8 years	18	27.3
9 - 14 years	17	25.8
<b>Department</b>		
Finance	13	19.7
Operational and Logistics	12	18.2
Monitoring & Evaluation	5	7.6
Program	34	51.5
HR	2	3.0
<b>Work place</b>		
Addis Ababa	37	56.1
Afar	6	9.1
Amhara	8	12.1
Jijiga	3	4.5
Oromia	5	7.6
SNNP	7	10.6
Total	66	100.0

Source: Own Computation from Study Data, 2021

As can be seen from Table 4.1 above, the percentage of male respondents 63.6% of the sample. While 36.4 % were female employees. Considering the age category the respondents, the majority of the respondents about 59% found on the age range of 31 - 40 years. The age category of 41-45 and 25 -30 constitute 13.6% and 10.6% respectively. The indicated percentage of age category implies EngenderHealth Inc. Ethiopia employees are relatively young and it has good opportunity to empower in order to enhance their performance. Regarding the education level of respondents, 63.6% of the respondents have second degree (either MSc, MA or MPh), 22.7 % of respondents have first degree and 12% of respondents have medical doctor, both second degree and medical doctor and PhD holders.

In addition to the demographic characteristics of respondents, organizational related questions such as experience, department and work place are summarized and presented in Table 4.1 above.

Respondents were asked year of experience with EngenderHealth Ethiopia Inc, accordingly 47% of the respondents have service years between 1 - 4 years and 27.3% of the respondents have service year between 5 - 8 years and 25.8% of the respondents have service year between 9 - 14 years. The indicated percentage implies the proportion of senior employees (considering 5 -18 and 9 - 14 years of experience) almost same with the proportion of junior employees.

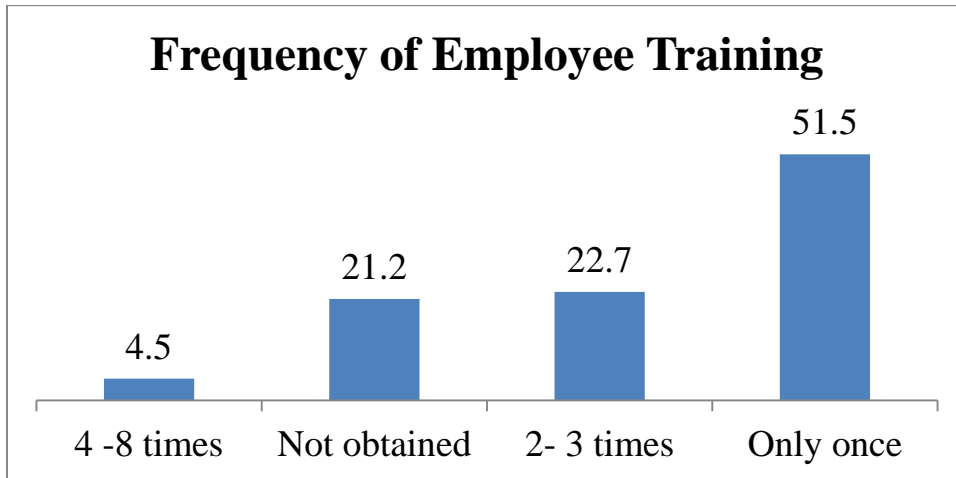
### **4.3. Employee Empowerment Practices**

The variables that measure employee empowerment practices obtained by taking the mean of items used to measure information sharing, knowledge development, autonomy and reward. The following sub sections present the descriptive analysis of these variables.

#### **4.3.1. Frequency of Employee Training**

As training is one empowerment tool to enhance employee performance, the respondent's response about the number of training obtained in the Engenderhealth Inc. Ethiopia depicted in the graph below.

Figure 4. 1. Percentage of frequency of training obtained



Source: Own computation, 2021

In the Figure 4.1 above, about 52% (34) of respondents were obtained training only once, about 23% (15) of respondents were obtained training about 2 - 3 times, about 21% (14) of respondents were not obtained training and about 5% (3) of respondents were obtained training about 4 - 8 times with EngenderHealth Ethiopia .

#### 4.3.2. Information Sharing

Respondents were asked to rate their level of agreement to wards items related to information sharing, accordingly their response presented in Table 4.3 below.

Table 4. 2. Summary statistics of information sharing items

Items	SD %	D %	N %	A %	SA %	Mean	SD
The information relating to the EngenderHealth Ethiopia objectives is communicated regularly.	4.5	28.8	12.1	43.9	10.6	3.27	1.131
The jobs and responsibilities of individual employees are clearly and adequately communicated.	3.0	13.6	22.7	18.2	42.4	3.83	1.210
The management makes best efforts to communicate to employees how their work relates to their goals and mission of the EngenderHealth Ethiopia	3.0	19.7	28.8	34.8	13.6	3.36	1.047

The information gathered from the clients, suppliers and other stakeholders about the EngenderHealth Ethiopia performance is clearly communicated to the employees at regular intervals.	10.6	15.2	56.1	15.2	3.0	2.848	0.9155
Aggregated						3.329	0.595

*Source: Own Computation from Study Data, 2021*

As shown in the above Table 4.2 ,the majority respondents, about 44% were indicated their agreement, about 11% respondents strongly agreed and about 29% of respondents strongly disagreed on the information related to communicating regularly the objectives of the EngenderHealth Ethiopia’s.

Respondents’ response on the weather the jobs and responsibilities of individual employees are clearly and adequately communicated in EngenderHealth Ethiopia was 42.4% and 18.2% respondents strongly agreed and agreed respectively, whereas about 14% and 3% disagree and strongly disagree respectively.

However, about 56 % of respondents and 15.2% of respondents were neither agree nor disagree on whether employees communicated at regular interval about performance of the EngenderHealth Ethiopia that information gathered from clients, suppliers and other stockholders .

The mean scores for the four items are closely similar ranging from 2.848 to 3.83 and indicating respondents were of the similar opinion. On the other hand the low standard deviation in all statements indicates the respondents had similar views and opinion. Moreover, the aggregated mean score and standard deviation of the information sharing respectively 3.329 and 0.595, the low aggregate standard deviation indicates respondents’ opinion skewed towards agreement.

### **4.3.3. Knowledge Development**

The response of respondents regarding the items related to knowledge development presents in below.

Table 4. 3. Summary statistics of knowledge development items

Items	SD %	D %	N %	A %	SA %	Mean	SD
There are systems in place that ensure training of employees so as to enable them to acquire the knowledge, skills, and attitude that are required for their jobs.	4.5	10.6	28.8	54.5	1.5	3.38	0.873
The employees are cross-trained to perform various job functions	3.0	22.7	16.7	10.6	47.0	3.76	1.337
The managers/leaders both support and take on the roles of coaches, mentors and facilitators for learning	3.0	19.7	28.8	33.3	15.2	3.38	1.064
Opportunity is provided to people to learn by doing.	7.6	27.3	12.1	47.0	6.1	3.17	1.131
Aggregated						3.42	0.591

Source: Own Computation from Study Data, 2021

As indicated in Table 4.3 above, on average about 55% of respondents agreed on the system in place in the EngenderHealth Ethiopia that ensures employees to acquire the knowledge and skill required for their jobs through training. Moreover, about 47% of respondents and 11% of respondents respectively strongly agreed and agreed on whether employees were cross trained or not to perform various job functions.

Regarding the opportunity provided to employees to learn by doing, the obtained response prevailed that about 4.5, 47% of respondents agreed, 27% of respondents and 12 % of respondents neither agreed nor disagreed with the standard deviation of 1.131.

The mean scores for the four items are closely similar ranging from 3.17 to 3.76 and indicating respondents were of the similar opinion. On the other hand the low standard deviation in all statements indicates the respondents had similar views and opinion regarding items that used to measure knowledge and development. The aggregated mean score and standard deviation respectively 3.42 and 0.591 also indicated respondents opinion skewed towards agreement for knowledge and development.

#### 4.3.4. Autonomy

As component of empowerment practice, respondents were asked to indicate their level of agreement on the following items that related to autonomy.

Table 4. 4. Summary statistics of autonomy items

Items	SD %	D %	N %	A %	SA %	Mean	SD
The frontline employees are encouraged not only to perform the role of shift-in-charges, but also to take decisions independently.	3.0	22.7	53.0	1.5	19.7	3.12	1.074
Small decisions are taken at the lower level on the spot and superiors involve peers in decision-making.	9.1	1.5	33.3	24.2	31.8	3.68	1.205
There is a system in place that encourages and stimulates interaction between departments and promotes cross-functional projects.	6.1	9.1	25.8	22.7	36.4	3.74	1.219
The members of work teams/departments are to take decisions on their own while planning, developing, and implementing their projects.	7.6	27.3	12.1	47.0	6.1	3.17	1.131
The outcome of any formal joint committee (like procurement committee, safety and security committee, and quality assurance committee) largely depends on the degree of autonomy that is given to the members of the committee.	3.0	15.2	28.8	51.5	1.5	3.33	.865
Aggregated						3.39	0.634

Source: Own Computation from Study Data, 2021

As indicated in Table 4.4 above, the result prevails that 53% of respondents' response were neutral, 19.7% of respondents response were strongly agree and about 23% of respondents response were disagree for the item whether employees are encouraged to make decision independently or not. However, regarding small decisions taken at lower level is quite, 32%, 24% and 33.3% of respondents strongly agreed, agreed and neutral respectively.

Regarding the system in place that encourages and stimulates the interaction between departments and promotes cross functional projects, 36.4% of respondents response were strongly agree, about 23% of respondents response were agree and about 26% of respondents response were neutral. As per the response of respondents, regarding most important decisions made in planning, developing and implementing projects on their own at team and/or department level, 47% of respondents agreed, 6% of respondents strongly agreed, 12% of respondents' response were neutral and 27.3% of respondents strongly disagree respectively.

The mean scores for the five items are closely similar ranging from 3.12 to 3.74 and indicating respondents were of the similar opinion regarding items listed under autonomy. Moreover, the relatively low standard deviation in all items indicates the respondents had similar views and opinion regarding items that used to measure autonomy. In addition to this, the aggregated mean score and standard deviation respectively 3.39 and 0.634 also indicated respondents opinion skewed towards agreement.

#### 4.3.5. Rewarding System

The response of respondents on the items that measure rewarding is presented shown below.

Table 4. 5. Summary statistics of reward items

Items	SD %	D %	N %	A %	SA %	Mean	SD
Employees are recognized and rewarded for experimenting with new ideas	1.5	13.6	22.7	10.6	51.5	3.97	1.202
The reward system is aligned with the performance both at the individual level and the group level.	3.0	33.3	4.5	57.6	1.5	3.21	1.031
There is a differentiation between good and bad performers.	3.0	34.8	4.5	56.1	1.5	3.18	1.036
There are specific schemes in place to groom potential leaders from non-executives.	7.6	27.3	12.1	48.5	4.5	3.15	1.113
Aggregated						3.36	0.638

Source: Own Computation from Study Data, 2021

As indicated in Table 4.5 above, in the EngenderHealth Ethiopia, about 52% of respondents strongly agree on the recognition and rewarding of employees for experimenting with new ideas. Respondents response with the remaining items prevails that about 58% of respondents and 33.3% of respondents respectively agreed and disagreed whether the rewarding system aligned with the performance both at individual or group level, 56% of respondents agreed on differentiating good and bad performers while rewarding, and about 49% of respondents agreed 27.3 % of respondents disagreed on the specific schemes that in place to groom potential leaders from non-executives.

The mean scores for the four items of rewarding system are closely similar ranging from 3.15 to 3.97 and indicating respondents were on the similar opinion. The low standard deviation in all statements indicates the respondents had similar views and opinion regarding items that used to measure reward. Moreover, the aggregated mean score and standard deviation respectively 3.36 and 0.638 also indicated respondents opinion skewed towards agreement.

#### **4.4. Employee Performance**

As indicated in the methodology part employee performance was measured using the items presented below in Table 4.6 below.

As shown in Table 4.6 below, the first eight items ask respondents level of participation and involvement on issues that related to planning, investigating, coordinating, evaluating, supervising, staffing negotiating and representing of their organization. The last item requested the respondents to rate and evaluates their overall performance using the indicated scale

Table 4. 6. Summary statistics of employee performance measuring items

Items	1 %	2 %	3 %	4 %	5 %	Mean	SD
Planning: Determining goals, policies, and courses of action such as work scheduling, budgeting, and programming.	4.5	22.7	10.6	54.5	7.6	3.38	1.06
Investigating: Collecting and preparing of information usually in the form of records, reports, and accounts (measuring output, record keeping and job analysis).	3.0	22.7	53.0	1.5	19.7	3.12	1.07
Coordinating: Exchanging information with people in the organization other than your subordinates in order to relate and adjust procedures, policies and programs.	3.0	22.7	19.7	34.8	19.7	3.45	1.13
Evaluating: Assessment and appraisal of proposals or of reported/observed performance (e.g. employee appraisals, judging financial performance and product inspection).	7.6	27.3	12.1	48.5	4.5	3.15	1.11
Supervising: Directing, leading, and developing with your subordinates.	24.2	6.1	63.6	4.5	1.5	2.53	0.96
Staffing: Maintaining the work force of your responsibility area (e.g., selecting and promoting your subordinates).	3.0	19.7	27.3	34.8	15.2	3.39	1.06
Negotiating: Purchasing, selling, or contracting for products or services (e.g. contracting suppliers, collective bargaining).	10.6	15.2	21.2	42.4	10.6	3.27	1.17
Representing: Advancing the general interests of your organization through speeches, consultations, or contacts with individuals or groups outside the company.	3.0	15.2	27.3	53.0	1.5	3.35	0.86
Overall, how do you rate your performance?	3.0	25.8	16.7	53.0	1.5	3.0	0.96
Aggregated						3.21	0.60

*Note:* 5 = well above average, 4 = above average, 3 = average, 2 = well below average and 1 = below average. *Source:* Own Computation from Study Data, 2021

The respondent's response prevailed that, that majority of respondents, about 55%, rate their performance above average, about 11% rate their performance as average and about 23 % of respondents rate their performance well below average regarding planning activities such as work scheduling, budgeting, and programming with mean value of 3.38 and standard deviation of 1.06.

The item related to investigating activities of employees on measuring output, record keeping and job analysis, 1.5% and 20% of respondents rate their performance above average and well above average respectively with the mean score of 3.12 and standard deviation of 1.07.

Performance of employees on coordinating activity such as exchange of information with people in the organization in order to relate and adjust procedures, policies and programs shows about 34.8% of respondents' performance is above average, 19.7% of respondents' performance is well above average with mean score of 3.45 and standard deviation of 1.13.

About 48.5% of respondents' performance reported above average, 4.5% of respondents reported well above average on the performance of employees on the aspect of evaluating tasks such as employee appraisals, judging financial performance and product inspection.

On the other components of respondents' performance on supervising activities such as directing, leading and developing with their subordinates, 4.5% of respondents' performance is above average, 1.5% of respondents' performance is well above average, 63.6% of respondents' performance is average and 24.2% of respondents' performance is below average.

With respect to maintaining the work force of employees' responsibility area particularly on selecting and promoting their subordinates, the performance of 34.8% respondents found average; the performance of 15.2 % of respondents is above average with the mean score 3.39 and standard deviation of 1.06.

Moreover, the performance of respondents on advancing the general interests of EngenderHealth Ethiopia through speeches, consultations, or contacts with individuals or groups outside the organization indicated in the above table. Accordingly, the performance of 53% of respondents above average, the performance of 27.3% of respondents' average and the performance of 15.2% below average.

Finally respondent's response on rating their overall performance as indicated in the Table 4.8 above the performance of 53% of respondents found above average, the performance of 1.5% of respondents found well average, the performance of 16.7 % of respondents average , the performance of 25.8 % of respondents well below average and 3% of respondents performance below average.

The mean scores for the nine items that used to measure employee performance closely similar ranging from 3.17 to 3.76 and indicating respondents had relatively close performance. On the other hand the low standard deviation in all statements indicates the respondents had similar views and opinion regarding items that used to measure employee performance. The aggregated mean score and standard deviation respectively 3.21 and 0.60 also indicated respondents performance skewed to above average.

#### 4.5. The Relationship between Employee Empowerment and Employee Performance

The linear relationship between employee empowerment practices and employee performance was examined using Pearson correlation analysis as shown below.

Table 4. 7. Results of correlation analysis of the main variables

Instruments	Information-Sharing	Knowledge-Development	Autonomy	Reward	Performance
Information - Sharing	1	0.638 <sup>***</sup>	0.350 <sup>***</sup>	0.365 <sup>***</sup>	0.629 <sup>***</sup>
Knowledge-Development		1	0.517 <sup>***</sup>	0.590 <sup>***</sup>	0.626 <sup>***</sup>
Autonomy			1	0.521 <sup>***</sup>	0.662 <sup>***</sup>
Reward				1	0.369 <sup>***</sup>
Performance					1

\*\*\*.Correlation is significant at the 0.01 level (2-tailed).

Source: Own computation, 2021

As shown in Table 4.7 above, information sharing has strong and positive correlation with employee performance (with Pearson correlation coefficient =0.629, sig<0.01). It means that increase or decrease in information sharing will bring corresponding changes on employee

performance. This result is consistent with the finding of the study conducted in Ethiopian Agricultural Transformation Agency that asserts a positive and high degree of correlation between communicating shared vision and employee performance with correlation coefficient( $r = 0.915, p < 0.001$ ).

The linear relationship between knowledge development and performance (with Pearson correlation coefficient = 0.626,  $\text{sig} < 0.01$ ). This result indicates that increase or decrease in knowledge development will bring corresponding changes on employee performance. Moreover, there is also strong and positive linear relationship between autonomy and performance (with Pearson correlation coefficient = 0.662,  $\text{sig} < 0.01$ ), which means that increase or decrease in autonomy will bring corresponding changes on employee performance. This linear positive relationship between autonomy and employee performance was supported by the finding of Saragih (2015).

Unlike the mentioned three variables, the linear relationship between reward and employee performance is relatively moderate strong and positive (with Pearson correlation coefficient = 0.369,  $\text{sig} < 0.01$ ). Meanwhile compared with the other three variables of employee empowerment practices the relationship between reward system and employee performance in the study will bring relatively low changes on employee performance. Therefore, overall finding showed that there is a positive and significant relationship between employee empowerment practices and employee performance.

#### **4.6. The Effect of Employee Empowerment Practices and Employee Performance**

The effect of employee empowerment practices on employee performance was analyzed using multiple linear regression analysis. Employee performance which was constructed by taking the mean of employee performance items used as dependent variables and information-sharing, , knowledge- development, , autonomy, reward, were used as independent variables

In the following sections assumptions of multiple linear regression model, the overall significant test of the model test, the model summary and coefficients of the regression model presented and discussed.

### 4.6.1. Multiple Linear Regression Assumption Tests

In conducting linear regression analysis, the basic assumptions of classical linear regression model such as heteroscedasticity, autocorrelation, multicollinearity, and normality should test or diagnosed.

#### 4.6.1.1. Heteroscedasticity

The assumption of homoscedasticity checked using a scatterplot with standardized predicted value (ZPRED) on the x-axis and the standardized residuals on the y-axis (ZRESID). The generated scatter plot does not have an obvious pattern as there are points equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis (see appendix 3 of Figure 4.2). Therefore, it can be concluded that there is no evidence for the presence of heteroscedasticity.

#### 4.6.1.2. Multicollinearity

The assumption of no multicollinearity is violated when all of the independent variables are highly correlated with one another. The presence or absence of multicollinearity is diagnosed using either tolerance or variance inflation factor (VIF). Based on the result obtained in Table 4.8, the VIF is less than 10 in all cases, which indicates there is no multicollinearity issue that affect the estimation result. It shows the regression model has difficulty in explaining which independent variables are affecting the dependent variable.

Table 4. 8. Result of collinarity diagnosis.

Variable	Collinearity Statistics	
	Tolerance	Variance inflation factor(VIF)
Information –Sharing	0.592	1.689
Knowledge- Development	0.421	2.376
Autonomy	0.660	1.514
Reward	0.588	1.701

Source: Own computation, 2021

#### 4.6.1.3. Normality

The normality assumption of the classical linear regression model is examined to determine whether the error term is normally distributed or not using One-sample Kolmogorov-Smirnov test and the visual inspection of the histogram and normal probability plots. The One-sample Kolmogorov-Smirnov test of Unstandardized Residual prevailed that the regression residuals are normally distributed as Kolmogorov-Smirnov 0.58, Asymp. Sig. 0.20 is greater than 0.05 (see appendix 3 of Table 4.12). Moreover, the visual inspection of the histogram and normal probability plots (see appendix 3 of Figure 4.3) also prevailed the normality assumption of the residual is met.

#### 4.6.1.4. Autocorrelation

Serial correlation or autocorrelation refers to the degree of correlation between the values of variables across different data sets. In linear regression model, it is assumed that the distribution errors are uncorrelated with one another and that the errors are linearly independent of one another. Moreover, autocorrelation is usually an issue when working with time series data in which observations occur at different points in time. Although, this study is cross-sectional in nature where autocorrelation is not a serious issue, the Durbin Watson test was conducted and the reported test statistic is 2.36 (see appendix 3). As a rule of thumb, the test statistic values in the range of 1.5 to 2.5 are relatively normal, which suggests that there is no autocorrelation.

#### 4.6.2. Overall Significant Test of the Regression Model

In Table below, the Analysis of Variance (ANOVA) provides information about levels of variability within a regression model and forms a basis for tests of significance.

Table 4. 9. Results of ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.127	4	3.782	27.685	0.000 <sup>b</sup>
	Residual	8.333	61	0.137		
	Total	23.460	65			

a. Dependent Variable: Performance

b. Predictors: (Constant), Rewards, Information Sharing, Autonomy, Knowledge Development

Source: Own Computation from Study Data, 2021

Based on the ANOVA result obtained, the regression model with the mentioned four independent variables is adequate enough as compared to intercept only model. The F-statistics (27.685, sig <0.01) indicated in the ANOVA table above is significantly different from zero at 0.01 level attested the overall significance of the model which indicates the lineal regression model provides a better fit to the data than a model that contains no independent variables.

#### 4.6.3. Model Summary of Regression Analysis

Table 4. 10. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.803 <sup>a</sup>	0.645	0.622	0.36960

a. Predictors: (Constant), Rewards, Information Sharing, Autonomy, Knowledge Development.

Source: Own Computation from Study Data, 2021

As can be seen from Table 4.10 above, the value of  $R^2$  is 0.645, which means that 64.5 percent of the total variance in employee performance of EngenderHealth Ethiopia has been ‘explained by Information-Sharing, Knowledge-Development, Autonomy and Reward. About 35.5% of variation in employee performance explained by other factors that not included in the regression model.

#### 4.6.4. Interpretation of Coefficients in the Regression Analysis

Table below presents the effect of employee empowerment practices on employee performance

Table 4. 11. Regression coefficients

	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
Constant	0.087	0.325		0.268	0.790
Information Sharing	0.371	0.100	0.368	3.706	0.000
Knowledge Development	0.231	0.119	0.227	1.934	0.058
Autonomy	0.472	0.089	0.498	5.308	0.000
Rewards	-0.149	0.094	-0.159	-1.596	0.116

a. Dependent Variable: Employee Performance.

Source: Own Computation from Study Data, 2021

Both the unstandardized and standardized coefficient of Information Sharing in Table 4.11 above shows information sharing/open communication has positive and significant effect on employee performance in EngenderHealth Inc. Ethiopia at 0.01 level of significant. The standardized coefficient of information sharing confirms a one standard deviation increase of information sharing will increase the employee performance by 0.368 standard deviation, other things remain constant.

This indicates that information sharing brings variation in the performance of employees and the result is consistent with the finding of the study by Tesfaye (2019) which conducted in Ethiopian Agricultural Transformation Agency that asserts the positive and significant effect of communicating shared vision on employee performance.

Based on the above regression result, the significance of the value of the standardized coefficient of knowledge development indicates that a one standard deviation change of knowledge development will change the employee performance by 0.227 standard deviation, other things remain constant.

In addition to these, the effect of on employee performance also positive and significant at 0.01 level of significant, which indicates that a one standard deviation change of autonomy will change the employee performance by 0.498 standard deviation, other things remain constant. This result is consistent with the result of the study conducted by Saragih( 2015) which supports autonomy positively related to employee job performance .

Unlike the variables such as information sharing, knowledge development and autonomy, the effect of rewards on employee performance found negative and not significant. The effect of award system being negative insignificant on employee performance is consistent with the result obtained by Hana(2020) on the study conducted to assess the effect of employee empowerment practices on employee performance of Panafric Global PLC.

The linear regression analysis can also be used to test the stated four hypotheses. Accordingly, the coefficient of information sharing, 0.368, is significant at 1% significance level , it shows the positive effect of information sharing on employee performance. As the significance level is less than 0.01, we can reject the null hypothesis at 1% significant level and, hence the alternative hypothesis (H1) was accepted. On the other hand, the effect of knowledge development on

employee performance, 0.227, also significant at 10% level of significance, here again we rejected the null hypothesis and alternative hypothesis (H2) was accepted. The coefficient of autonomy, 0.498, measures the effect of autonomy on employee performance and hence, we rejects the null hypothesis (H3) at 1% significance level and, hence the alternative hypothesis was accepted. However, the null hypothesis (H4) was not rejected as the coefficient of reward was not significant at 10% significant level.

## **CHAPTER FIVE**

### **Summary of Findings, Conclusion and Recommendations**

In this chapter, summary of major findings, pertinent conclusions and recommendations are presented based on the findings of the study.

#### **5.1. Summary of Findings**

The study aimed to investigate the effect of employee empowerment practices on employee performance taking the organization EngenderHealth Ethiopia. The study employed census method and the total numbers of respondents involved on filling the online questionnaire were 66, where 63.6% of them were male and the rest 36.4% were female.

The majority of respondents were young and attain higher level of educated, about 59% of respondents, were in the age category of 31- 40 and about 98.5% of respondents' education level is above first degree. Regarding the service year of respondents, 47% of the respondents have service years between 1 - 4 years and 27.3% of the respondents have service year between 5 - 8 years and 25.8% of the respondents have service year between 9 - 14 years.

The findings in the empowerment practices showed, the mean scores for the four items that used to measure information sharing were found closely similar ranging from 2.848 to 3.83 with low standard deviation. Moreover, the aggregated mean score and standard deviation of the information sharing respectively 3.329 and 0.595.

The mean scores for the four items used to measure knowledge and development were ranging from 3.17 to 3.76 and the aggregated mean score and standard deviation respectively were 3.42 and 0.591 indicating respondents opinion were almost similar.

The mean scores for the five items used to measure autonomy found closely similar ranging from 3.12 to 3.74 with the aggregated mean score and standard deviation respectively 3.39 and 0.634, which indicating respondents were of the similar opinion regarding items listed under autonomy.

In items that used to measure reward, except for the reward system related to experimenting with new ideas, the majority of respondents agreed on the three items with mean scores for the four items of rewarding system ranging from 3.15 to 3.97 and aggregated mean score and standard deviation respectively 3.36 and 0.638 that shows respondents opinion skewed towards agreement

Meanwhile, the mean scores for the nine items that used to measure employee performance closely ranging from 3.17 to 3.76 and indicating respondents had relatively close performance. On the other hand the low standard deviation in all statements indicates the respondents response were relatively similar regarding items that used to measure employee performance. The aggregated mean score and standard deviation respectively 3.21 and 0.60 also indicated respondents performance skewed to above average.

Likewise, the descriptive statistics results, the Pearson correlation result shows the existence of strong positive and significant linear association between the variables that used to measure employee empowerment practices and employee performance. The correlation coefficient 0.629 between information sharing and employee performance, the correlation coefficient 0.626 between knowledge development and employee performance, the correlation coefficient 0.662 between autonomy and employee performance and the correlation coefficient 0.369 between reward and employee performance were significant at one percent significant level.

Moreover, the result of regression analysis prevailed that 64.5 % of variation of employee performance explained by variations in information sharing, knowledge development, autonomy and reward, whereas the remaining 35.5% of variations in employee performance explained by other factors not included in the regression model.

Finally, the standardized coefficient also confirmed that a one standard deviation increase or decrease of information sharing, knowledge development, autonomy will increase or decrease the employee performance respectively by 0.368, 0.227 and 0.498 standard deviation at 0.01, 0.1 and 0.01 significant level other things remain constant.

## 5.1. Conclusion

Empowering employee provides organizations to achieve sustainable competitive advantage by enhancing and improving employee performance. Based on the findings of this study, respondents of the study were young, attained highest education level and have modest work experience, the implication is a great opportunity for EngenderHealth Ethiopia to empower the employees through employee empowerment practices and increasing the frequency of training in order to maintain and enhance their performance.

The relatively above average and low variation of the performance of employees in EngenderHealth Ethiopia can further improved through employee empowerment practices.

It can also be concluded that employee empowerment practices such that information sharing, knowledge development, autonomy and reward plays a significant role in employee performance. It means that change in information sharing, knowledge development and autonomy directly affect the changes in employee performance.

Regarding the stated hypothesis and research questions, the first hypothesis (H1) that states information sharing has no positive effect on employee performance and based on the results (H1) was rejected and the study concluded that EngenderHealth Ethiopia should maintain the positive effect of information sharing on employee performance. The second hypothesis (H2) which states there is no positive effect knowledge developments on employee performance ,the third hypothesis (H3) which states autonomy has no positive effect on employee performance were rejected. However, the fourth hypothesis (H4) which states that reward has no positive effect on employee performance failed to reject.

Based on the overall results, the alternative hypothesis were supported except in the reward case and it implied and proved that there is a positive effect of employee empowerment practices (i.e. information sharing, knowledge development and autonomy) on employee performance in EngenderHealth Ethiopia. Moreover, the significance and positive value of the standardizer regression coefficients attested that the effect of information sharing, knowledge development, and autonomy on employee performance in the result obtained in the Pearson's correlation coefficient.

## 5.2. Recommendation

Based on the findings of the study, the following recommendations are forwarded in relation to the effect of employee empowerment practices on employee performance in the case of EngenderHealth Ethiopia:

- As employees get immense benefit from demand driven trainings, EngenderHealth Ethiopia should provide and increase the frequency of all rounded and specific training for the employees in order to boost their performance
- As part of EngenderHealth Inc. Ethiopia should encourage employees in experimenting with new ideas as
- The rewarding system of EngenderHealth Ethiopia Inc should be checked in order to make the rewarding system encouraging and should rewards place on performance based decision.
- The practice of sharing information with respect to the objective of EngenderHealth Ethiopia, notification of jobs and responsibility of individual employees has to continue in order to keep the existing performance and improve further.
- As learning by doing is one component to enhance employee performance, more opportunity has to be given for employees to learn by doing.
- In addition to these, the study suggests that the EngenderHealth Ethiopia has to invest on other variables that can empower the employee so that employee performance enhanced.
- This study showed that effect of employee empowerment practices on employee performance taking single organization. It is recommended that further research in this area that include more extensive investigation into the relationship between empowerment and performance by including mediating variables with increased sample size.

# Appendix 1: Employee Empowerment and Performance Questionnaire

## Addis Ababa University School of Commerce

### Graduate Program Masters of Arts in Business Leadership (MBL)

Dear respondents, greetings; my name is Yenenesh Hailu, a graduate student in Master of Business Leadership program at Addis Ababa University School of Commerce. Currently, I am conducting a study on the title “**The Effect of Employee Empowerment Practices on Employee performance: The Case of EngenderHealth Ethiopia Inc**” as a requirement in partial fulfillment for the Mater of Art Degree in Business Leadership (MBL). As you are one of the respondents considered to take part in this study. Thus, I would kindly request you to answer these questions. The information that you will share will be kept confidential, the result will be reported only at aggregate level and used for the stated academic purpose only.

Thank you for your willing and kind cooperation.

#### Note that:

- There is no need of writing anything that identifies the respondents.
- Make a tick mark (✓) in the box and write your response in the given space.

#### Part One: Demographic Characteristics.

1. Sex: Male  Female

2. Age : 25- 30  31- 40  41- 45  46- 50  above 50

3. Educational Level:

Diploma  First Degree  Second Degree (MSc/MA/MPh/Other)

Medical doctor  Second Degree (MSc/MA/MPh/Other) & Medical doctor

PhD

4. Department:

Finance  Operational and Logistics  Monitoring & Evaluation   
 Program  HR

5. Work place:

Addis Ababa  Afar  Amhara  Oromiya  SNNPR

6. How many years you have been working in EngenderHealth Ethiopia Inc? \_\_\_\_\_

7. Your total working experience? \_\_\_\_\_

8. Number of training obtained during you have been in EngenderHealth Ethiopia Inc?  
 \_\_\_\_\_-

9. How often training are given to employees within a year? \_\_\_\_\_

**Part Two: Employee Empowerment Questionnaire.**

The questions on employee empowerment are adapted from Choudhury, DV Giri (2013).

Respondents are requested to indicate the degree to which they agree or disagree with each of the following statement using the following scales: Strongly agree = 5, Agree = 4, Neutral = 3, Disagree =2, strongly disagree =1)

No	Empowerment Practices	Degree Assessment/measurement				
		1	2	3	4	5
	<b>Information-Sharing</b>					
1	The information relating to the Engender Health Ethiopia Inc objectives is communicated regularly.					
2	The jobs and responsibilities of individual employees are clearly and adequately communicated.					
3	The management makes best efforts to communicate to employees how their work relates to their goals and mission of the Engender Health Ethiopia Inc.					
4	The information gathered from the clients, suppliers and other stakeholders about the EngenderHealth Ethiopia Inc performance is clearly communicated to the employees at regular intervals.					

<b>Knowledge Development</b>						
1	There are systems in place that ensure training of employees so as to enable them to acquire the knowledge, skills, and attitude that are required for their jobs.					
2	The employees are cross-trained to perform various job functions.					
3	The managers both support and take on the roles of coaches, mentors and facilitators for learning					
4	Opportunity is provided to people to learn by doing.					
<b>Autonomy</b>						
1	The frontline employees are encouraged not only to perform the role of shift-in-charges, but also to take decisions independently.					
2	Small decisions are taken at the lower level on the spot and superiors involve peers in decision-making.					
3	There is a system in place that encourages and stimulates interaction between departments and promotes cross-functional projects.					
4	The members of quality circles are to take decisions on their own while planning, developing, and implementing their projects.					
5	The outcome of any joint committee largely depends on the degree of autonomy that is given to the members of the committee.					
<b>Rewards</b>						
1	Employees are recognized and rewarded for experimenting with new ideas. . ,					
2	The reward system is aligned with the performance both at the individual level and the group level.					
3	There is a differentiation between good and bad performers.					
4	There are specific schemes in place to groom potential leaders from non-executives.					

### Part Three: Employee Performance Questionnaires.

The questions on employee performance are adapted from Carly Webster's (2006), Mahoney, Jerdee and Carroll (1965).

Respondents are requested to indicate their performance using the scales: well above average = 5, above average = 4, average = 3, well below average = 2, below average =1, against the following statements:

No	Employee performance Measures	Degree Assessment/measurement				
		1	2	3	4	5
1	<b>Planning:</b> Determining goals, policies, and courses of action such as work scheduling, budgeting, and programming.					
2	<b>Investigating:</b> Collecting and preparing of information usually in the form of records, reports, and accounts (measuring output, record keeping and job analysis).					
3	<b>Coordinating:</b> Exchanging information with people in the organization other than your subordinates in order to relate and adjust procedures, policies and programs.					
4	<b>Evaluating:</b> Assessment and appraisal of proposals or of reported/observed performance (e.g. employee appraisals, judging financial performance and product inspection).					
5	<b>Supervising:</b> Directing, leading, and developing with your subordinates.					
6	<b>Staffing:</b> Maintaining the work force of your responsibility area (e.g., selecting and promoting your subordinates).					
7	<b>Negotiating:</b> Purchasing, selling, or contracting for products or services (e.g. contracting suppliers, collective bargaining).					
8	<b>Representing:</b> Advancing the general interests of your organization through speeches, consultations, or contacts with individuals or groups outside the company.					
9	Overall, how do you rate your performance?					

## Appendix 2: Reliability Statistics

[DataSet1]C:\Users\user\Desktop\BussinessLeadership\_Thesis\EmployeeEmpowerment\MBL\_P  
roject\_Data\_June .sav

RELIABILITY

/VARIABLES=EEP1 EEP2 EEP3 EEP4 EEP5 EEP6 EEP7 EEP8 EEP9 EEP10 EEP11 EEP12  
EEP13 EEP14 EEP15 EEP16 EEP17

**Scale: Employee Empowerment Practice Scale**

### Reliability Statistics

Cronbach's Alpha	N of Items
.731	17

RELIABILITY

/VARIABLES=EP1 EP2 EP3 EP4 EP5 EP6 EP7 EP8 EP9/

**Scale: Employee Performance Scale**

### Reliability Statistics

Cronbach's Alpha	N of Items
.743	9

RELIABILITY

/VARIABLES=EEP1 EEP2 EEP3 EEP4 EEP5 EEP6 EEP7 EEP8 EEP9 EEP10 EEP11 EEP12  
EEP13 EEP14 EEP15 EEP16 EEP17 EP1 EP2 EP3 EP4 EP5 EP6 EP7 EP8 EP9

**Scale: Overall Scale**

### Reliability Statistics

Cronbach's Alpha	N of Items
.835	26

### Appendix 3: Linear Regression Assumption Tests

Figure 4. 2. Scatter plot of standardized residual against standardized predicted value

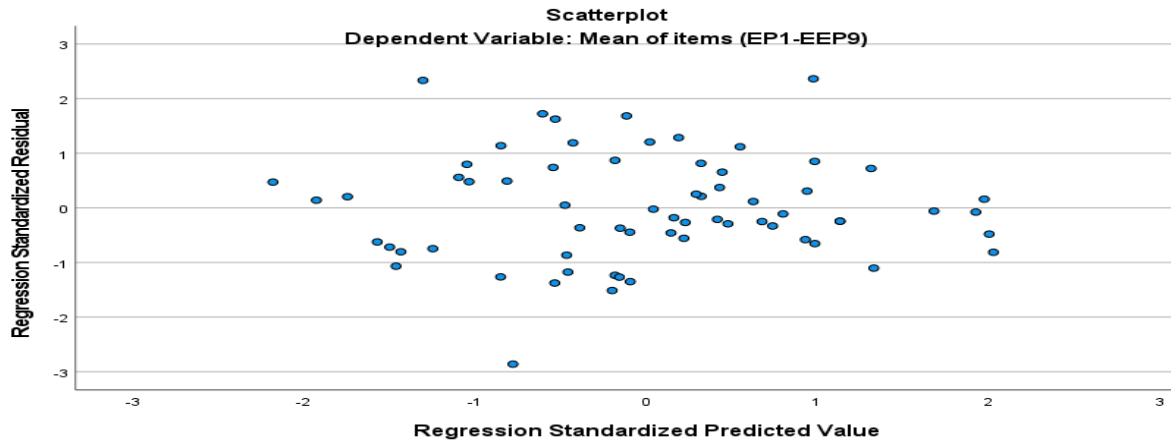
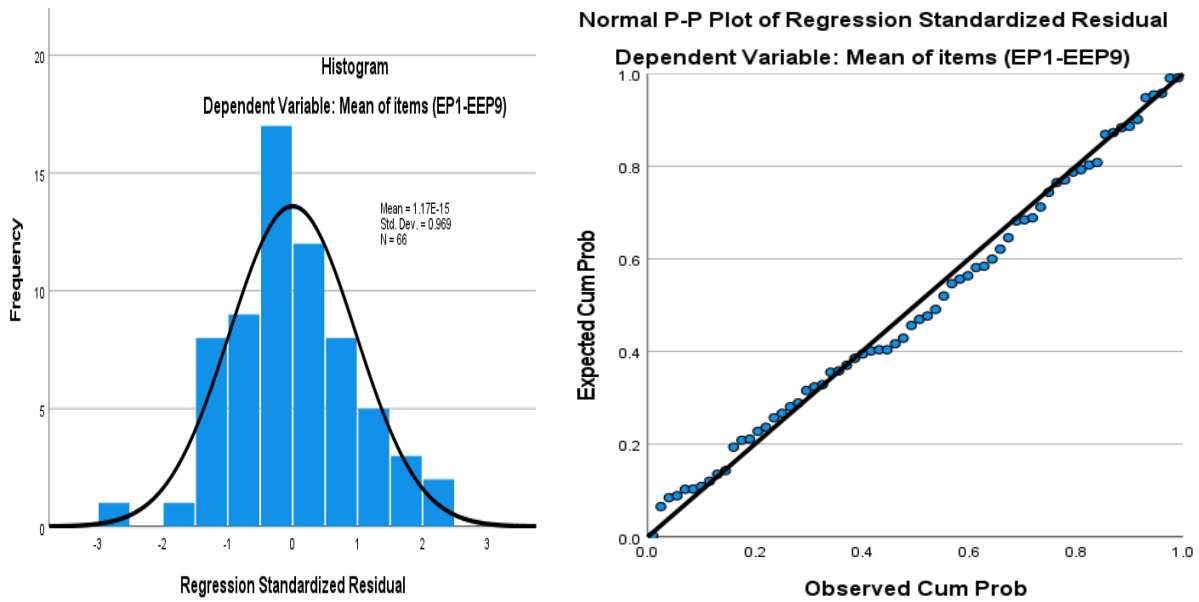


Table 4. 12. One-Sample Kolmogorov-Smirnov Test

		RES_1 Unstandardized Residual
N		66
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.35804528
Most Extreme Differences	Absolute	.058
	Positive	.058
	Negative	-.048
Test Statistic		.058
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Figure 4. 3. Histogram and Normal probability Plot



## Appendix 4: Output of Regression Analysis

### Regression

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Rewards Mean of items (EEP14-EEP17), Information Sharing Mean of items (EEP1-EEP4), Autonomy Mean of items (EEP9-EEP13), Knowledge Development Mean of items (EEP5-EEP8) <sup>b</sup>	.	Enter

a. Dependent Variable: Performance Mean of items (EP1-EEP9)

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 <sup>a</sup>	.645	.622	.36960

a. Predictors: (Constant), Rewards Mean of items (EEP14-EEP17), Information Sharing Mean of items (EEP1-EEP4), Autonomy Mean of items (EEP9-EEP13), Knowledge Development Mean of items (EEP5-EEP8)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.127	4	3.782	27.685	.000 <sup>b</sup>
	Residual	8.333	61	.137		
	Total	23.460	65			

a. Dependent Variable: Performance Mean of items (EP1-EEP9)

b. Predictors: (Constant), Rewards Mean of items (EEP14-EEP17), Information Sharing Mean of items (EEP1-EEP4), Autonomy Mean of items (EEP9-EEP13), Knowledge Development Mean of items (EEP5-EEP8)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.087	.325		.268	.790
	Information Sharing Mean of items (EEP1-EEP4)	.371	.100	.368	3.706	.000
	Knowledge Development Mean of items (EEP5-EEP8)	.231	.119	.227	1.934	.058
	Autonomy Mean of items (EEP9-EEP13)	.472	.089	.498	5.308	.000
	Rewards Mean of items (EEP14-EEP17)	-.149	.094	-.159	-1.596	.116

a. Dependent Variable: Performance Mean of items (EP1-EEP9)

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