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# **The Effect of Women Empowerment on Organizational Performance: Empirical Evidence from the Banking Industry in Ethiopia.**

**By:**

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**A Thesis Submitted to the School of Graduate Studies of the Addis Ababa University, College of Business and Economics for the Partial Fulfillment of the Requirement of the Degree of M.Sc. in International Business**

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December 2022

Addis Ababa, Ethiopia

## Declaration

I, Fikerte Mikrue, declare that this thesis, titled " The Effect of Women Empowerment on Organizational Performance: Empirical Evidence from the Banking Industry in Ethiopia," was completed by myself under the supervision of Asres Abitie (Ph.D.), and that it has not been submitted for any other institution or university for any degree. I also confirm that all sources of information used in this thesis have been properly mentioned and credited.

Declared by: Fikerte Mikrue

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## Certification

This is to certify that Fikerte Mikrue worked on the research paper "the effect of women empowerment on organizational performance: empirical evidence from the banking industry in Ethiopia," under my supervision. I certify that this thesis is her original work and that it can be used to fulfill a partial of the requirements for the award of master's in international business.

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## **Acknowledgements**

First and foremost, I would like to thank the Almighty God for helping and providing me with the strength to complete this thesis work successfully. My second thanks go to Dr. Asres Abitie, my advisor. This thesis work would not have been possible without his support and guidance. Following that, I'd like to thank the employees of the chosen banks, as well as my families.

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## **Acronyms**

**WEP:** Women's Empowerment Program

**FDRE:** Federal Democratic Republic of Ethiopia

**SPSS:** Statistical Package for Social Science

**VIF:** Variance Inflation Factor

**SD:** Standard Deviation

**OP:** Organizational performance

**PDM:** Participation in decision making

**IS:** Information sharing

**TD:** Training and Development

**RR:** Reward & recognition

## **Abstract**

*The study mainly focuses on examining and evaluating the effect women empowerment on organizational performance within selected banks in Ethiopia. In doing so, the study evaluated women's participation in decision making, sharing information, training and development and reward and recognition criteria. The research thoroughly examines whether women employee's empowerment and organizational performance has a positive correlation. Based on this, the performance of an organization would be a dependent variable and others measures such as women's participation in decision making, sharing information, training and development and reward and recognition are an independent variable. The study employs both an explanatory and descriptive research design, also used a quantitative approach to present research findings. The research is conducted on a targeted population of women employees within selected banks in Ethiopia. The motive in selecting the organizations specific to this study is based on their ownership types, their market profit for fiscal year 2020/2021, and the date of the bank's establishment. The researcher employs purposive sampling and proportional stratified sampling technique in selecting samples from the given population. Primary data relevant for the study were collected through structured questionnaires, by hard-copies and Google forms, by distributing to sample size that represents the population. The questioners were distributed to three different banks, and the researcher enhanced the sample size by 10% in order to improve the response rate and decrease invalid data. Out of 134 samples, the researcher gathered 129 (96.26%) of the data. The data collected were analyzed by using statistical package for Social Sciences (SPSS), version 26 and the findings were interpreted based on the listed hypothesis, regression model, descriptive and inferential statistics. The findings revealed that the independent variables have a positive and significant effect on the performance of the banks. As a result, the selected banks are advised to place a high priority on women's empowerment in relation to their organizational performance.*

**Key words:** *women empowerment, organizational performance, decision making, information sharing, training and development, reward and recognition.*

# **1.CHAPTER ONE**

## **Introduction**

The research topic and aim are described in this chapter. The following are the major topics: introduce the topic, define the problem statement, present the research questions, the study objectives, the significance and scope of the study, provide definitions of important terminology used in the study, and finally describe the study's organizational structure.

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

In recent years, women's empowerment has increased in importance as a development subject. Its supporters may have been more effective than ever in organizing key participants in progress to pay attention to and allocate resources to women (Cornwall & Anyidoho, 2010). Woman's empowerment has been discovered to be a multistep concept with a powerful effect on many parts of life, including social status, family connections, mental and physical health problems, and economic stability (Alkire, Meinzen-Dick, Peterman, Quisumbing, Seymour, & Vaz, 2013).

Dighe, (2016), explains in his article empowerment is a process of acquiring knowledge and awareness that allows people to move forward in life with greater dignity and self-assurance. The main word of empower is power, which means having the ability to achieve one's desired, economic, social, and political status or goals. To empower means to become powerful. According to Seleshi, (2019), women's empowerment is inherent human rights aim, with consequences for the health and well-being of women and their children. The main goals of Ethiopia's Women's Empowerment Program (WEP) are creating an environment that encourages women's leadership and agency at the local level, as well as providing work opportunities for women in several organizational areas.

Internationally countries should support the concept of women's equal access to economic resources, such as land, credit, science and technology, vocational training, information, communication, and markets, as a way of furthering their progress and empowerment, including by improving their capabilities to enjoy the advantages of equal access to these resources, including through international coordination (United Nations, 1995). In addition, empowering women could help developing countries to improve their social and economic development and allowing them to participate in opportunities for growth. According to

FDRE (2011), Ethiopia is a country that is striving to elevate itself from poverty and develop its economy for a better future. The country is trying to bring women's role in economic development to the front position. Being one of the fastest growing countries economically women's empowerment is one of the most essential components recognized in the growth of a nation. By empowering women, we get additional labor force for the organization and country's growth (Raudeliuniene, Dzemyda & Kimpah, 2014). According to De Waal, (2007), a high-Performance Organization is one that excels at long-term planning and treats its employees as its most valuable asset. According to Keneni, (2019), women who are empowered are much more likely to autonomously make or at least participate in decisions that affect their lives than women who are not empowered. Given the interventions put in place over the last two decades in Ethiopia, women's engagement in decision-makings that affect their lives and that of their family and society is expected to significantly improve.

Dobbs (1993), as cited in (Hunjra, Ul Haq, Akbar, & Yousaf, 2011: 680) "stated that empowerment enhances the performance of workers and improves the work environment of the organizations". It is the concept that the functioning of the organization cannot be disconnected from their efforts to attain their aim. Any organization aims to exist, grow and develop. The leaders of the company must pay close attention to achieve such achievement. If the employees are not empowered and performance is poor, the organization's performance will suffer as well (Noermijati, & Primasari 2015).

Since, all the above mentioned researchers have shown a link between organizational performance and female employee empowerment, this study then examines the effect of women empowerment practices in organizational performance by the banking industry in taking into account the empowerment practice from specific banks; practice in decision making, sharing information, training and development & reward and recognition.

## **1.2 Statement of the Problem**

Numerous organizations have taken years of effort in order to empower women (Golla, Malhotra, Nanda, & Mehra, 2011). According to Mahmud, Shah, & Becker (2012), gender inequality, education qualification, age, income, economic development, productivity, personal security, media publicity, freedom of movement, and authority are the most important factors in women's empowerment.

Several studies have shown that without women's empowerment and gender equality, sustainable development is impossible. As a result, it is claimed that gender equality is a human rights issue as well as a prerequisite for economic development (Alvarez & Lopez, 2013).

The Ethiopian government made strong efforts to address gender-based discrimination and inequalities. However, these issues are highly visible in the country. As a result, inadequate female empowerment and a wide gender gap continue to block the country's progress (Environmental Protection Authority, 2012).

Currently, women's empowerment in institutions has been one of the most difficult challenges, due to limited access to resources, a lack of institutional policies and gender bias in the workplace. Women are excluded from participating in decision-making, education, and training, as well as leadership, although these challenges have an impact on women and their performance in their career. According to various studies, there are social, cultural, economic, institutional, and structural barriers that discourage women's empowerment in organizations (United Nations, 2010). Women can make major contributions to all aspects of development, whether at the national or organizational levels. Unfortunately, there is a gender imbalance in the division of labor and decision making (Abshoko et al., 2016).

In Ethiopia, women's employment participation in different organizations has increased in recent years. According to Galdo, (2021), it has been presumed that in the banking industry, the practice of empowering women to improve company performance is very limited. This study will attempt to fill this gap by examining the relationship between women empowerment and company performance within banks in Ethiopia. The purpose of this research is to examine the effect of women's empowerment on organizational performance on selected banks. The dimension of empowerment implementation such as practice in decision-making, information sharing, training and development, and reward and recognition are studied.

### **1.3 Research Questions**

- ❖ How does participation of women in decision making affect the selected banks' organizational performance?

- ❖ How does sharing information to women affect the selected banks' organizational performance?
- ❖ How does training and development of women affect the selected banks' organizational performance?
- ❖ How does reward and recognition to women employees affect the selected banks' organizational performance?

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

The general objective of the study is to identify the effect of women empowerment on the selected banks' performance in Ethiopia.

### **1.4.2 Specific Objectives**

Specific objectives are:

- To identify how women participation in decision making affect the selected banks' performance.
- To examine how sharing of information to women affect the selected banks' performance.
- To examine how training and development of women affect the selected banks' performance.
- To examine the effect of reward and recognition to women employees on the selected banks' organizational performance.

## **1.5 Scope of the Study**

Women's empowerment is a complex process with a wider scope. To effectively attain the objectives of the study, the research is conducted on four empowerment practices and measures. Those practices and measures are:

- A) Women's participation in decision making,
- B) Women's participation in sharing information,
- C) Women's participation in training and development and
- D) Women's participation in reward and recognition.

According to the Report of National Bank of Ethiopia May 10, 2022, there are a total of 22 private and public banks operating in Ethiopia namely; Nib International Bank, Abay Bank S.C, Addis International Bank, Awash International Bank, Bank of Abyssinia, Berhan International Bank, Bunna International Bank, Commercial Bank of Ethiopia, Cooperative Bank of Oromia, Dashen Bank, Dehub Global Bank, Enat Bank, Lion International Bank, Oromia International Bank, Hibret Bank, Wegagen Bank, Zemen Bank, Development Bank of Ethiopia, ZamZam Bank, Hijra Bank, Siinqee Bank and Shabelle Bank.

On the 10th of May 2022, 18 banks both private and public were fully operative. Banks that are not active are excluded from the study. Therefore, ZamZam Bank, Hijra Bank, Siinqee Bank and Shabelle Bank are not considered in this study. The researcher employs purposive sampling and proportional stratified sampling technique to select specific banks. In addition, the researcher mainly focused on female employees. Quantitative research design and both explanatory and descriptive research methods are used to conduct the research.

## **1.6 Significance of the Study**

The purpose of this research is to determine the impact of women's empowerment practices on organizational performance. The findings of this study provides leaders and managers with the knowledge they need to apply women empowerment practices in order to improve the performance of female employees as well as the organization's overall performance. The findings of this study have the capacity to also assist leaders in demonstrating empowerment practices of women in changing situations and positively influence women's performance in their organization. Finally, the findings could be applied to future research on relevant problems by both researchers and practitioners.

## **1.7 Definition of key terms used in the study**

- ✓ **Empowerment-** “Empowerment is a construct that links individual strengths and competencies natural helping systems and proactive behaviors to social policy and social change” (Rappaport, 1981, 1984) as cited in (Perkins, & Zimmerman, 1995:569).
- ✓ **Women empowerment** - Women's empowerment entails ensuring their continued existence and giving them the freedom to live their lives as they see fit (Raudeliuniene, Dzemyda, & Kimpah, 2014).

- ✓ **Organizational performance** - General, organizational performance is described as the operational capacity to meet the desires of the company's key shareholders, and it must be evaluated in order to determine an organization's success (Zulkifli, & Perera, 2011).
- ✓ **Authority and decision making**- A dimension of leader-empowering behavior was identified as encouraging self-directed decision making. To the extent that empowerment is associated with increased self-efficacy perceptions (Konczak, Stelly, & Trusty, 2000).
- ✓ **Sharing information** – “Is essential for an empowerment initiative, sharing the organizational information is very important for employees, about the organizational vision, strategies, objectives and action plans” (Dahou, & Hacini, 2018:59).
- ✓ **Training and development** – “Training and development can be defined as the process of providing employees with specific skills or helping those correct deficiencies in their performance” (Poh, 2001) as cited in (Boon, & Arumugam, 2006 :3).
- ✓ **Reward and recognition** - “Reward and recognition can be defined as benefits as increased salary, bonuses, and promotion, which are conferred as public acknowledgement of superior performance with respect to company’s objectives” (Juran and Gryna, 1993). As cited in (Boon, & Arumugam, 2006:4).

## **1.8 Organization of the study**

This study covers five chapters, the first of which contains the introduction, which includes the following information; background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, and definitions of key terms used in the study. The second chapter contains a review of both theoretical and empirical literature. Chapter three described the methodology applied on the study. In chapter four, the survey results are presented, evaluated, interpreted, and explained. Lastly, chapter five contains the research's conclusion, theory contribution, implications, recommendations, and future research direction based on the findings.



## **2. CHAPTER TWO**

### **Literature Review**

This chapter is a briefly summary of previous research on the topic of female empowerment and organizational performance. The literature review examines scholarly articles, books and other sources that are relevant to a specific area of study.

#### **2.1 Theoretical Review**

A theoretical review explores concepts that focus on the topic under the study, following in a better understanding of the topic while also presenting a rational explanation for the ongoing research. Also, it is a common thought to express the definition and relationship of the study's dependent and independent variables.

##### **2.1.1. What is Empowerment?**

The concept of 'empowerment' is central to European enlightenment philosophers of the 18th and 19th centuries and it is founded on some fundamental beliefs about human identity. Perhaps only in the last three hundred years has the concept of the human individual as needing and more importantly, capable of freedom from delusion or irrational beliefs emerged (Traynor, 2003).

According to Rowlands, (1995), the meaning of 'empowerment' is now interpreted to be possibly related to the person's perception of power. In the general definition, empowerment must imply bringing people who are not currently involved in decision-making processes. Also, Conger & Kanungo, (1988), argues that empowerment is a process that increases a people believe in his or her personal capabilities. To empower implies to either enhance or reduce one's perception in personal weakness.

Empowerment is described as a psychological sensation of personal control or influence, as well as a desire for actual social authority, political power and legal rights. It is a multidimensional concept including individuals, organizations, and communities. It is an international, ongoing process centered on the local community that incorporates mutual respect, critical thinking, care, and collective participation in which people are not valued fairly and equally (Dandona, 2015).

The concept of 'empowerment' if it used correctly and purposely can help to focus thought, planning, and action in development. However, when it is used irresponsibly and intentionally unclear it will become degraded and valueless (Rowlands, 1995).

Finally, when it comes to professional empowerment, empowerment occurs in organizations through various techniques such as information sharing, delegation of authority, performance should be rewarded and recognized, and the environment should be supportive and encouraging (Tanjeen, 2013). Many authors and researchers attempted to identify this empowerment technique.

### **2.1.2 Types of Empowerments**

Several researches show that empowerment perceived from two perspectives: "structural empowerment" and "psychological empowerment".

#### **2.1.2.1 Psychological Empowerment**

“Psychological empowerment is usually conceptualized as the increased task motivation that results from an individual’s positive orientation to the work role.” (Yukl & Becker, 2006: 211). According to Oladipo (2009), it is important to recognize that without psychological empowerment, achieving people's economic and social empowerment may not be possible. People who are psychologically empowered experience changes in their attitudes, cognition, and conduct, which almost invariably translate into an increase in value.

Psychological empowerment represents an active approach to one's job in which individuals think they can construct their own work responsibilities and work environment. Psychological empowerment improves organizational performance and innovation. Furthermore, it increases both personal attributes e.g., self-esteem, locus of control and organizational features e.g., availability of information about organizational mission and performance, reward, and recognition and also enhanced one's sense of psychological empowerment (Burke, Koyuncu, Wolpin, Yirik, & Koyuncu, 2015).

#### **2.1.2.2 Structural Empowerment**

The structural dimension of empowerment perceives empowerment as a power redistribution system in which power equality leads to collaborative relationships. Organizational practices and structures that distribute authority via knowledge and skill development, access to information, support, resources, and accountability have been all considered part of structural empowerment (Dahou, & Hacini, 2018).

According to Kanter's (1979,1993), structural empowerment concept described based on Kanter’s proposed four work empowerment structures grounded on the structural empowerment theory; information, resources, support, and opportunities. For employees to be empowered, they must be aware of what is going on or occurring in the organizational.

Employees should be given information, either formally or informally, in order to do their tasks effectively. Individuals possessing all of these structural streams of power see themselves to be powerful, highly driven, productive, and employees should have access to organizational resources and support in terms of fulfilling structural empowerment.

### **2.1.3 Women Empowerment**

Women's empowerment has years of experience in social change movement. Feminist awareness raising and aggregate activity informed early applications in worldwide advancement during the 1970s. Women's empowerment became popular in the 1980s and 1990s as a radical approach concerned with transforming power relations in favor of women's rights and greater equality between men and women (Batliwala, 1993). Previous periods women's fundamental legal rights to equality and the capacity to develop as human beings have been denied. Women have historically been marginalized in development and social concerns such as health, necessities, education, knowledge, power and authority, and decision-making. Furthermore, no one has addressed the matter for a long time. Women's empowerment helps women develop confidence, knowledge, and experience, as well as raise their children more disciplined and participate in decision-making. It will also increase female awareness and exposure, allowing them to compete for equal positions in management while contributing to the organization and the nation's economy (Bushra, & Wajiha, 2015).

Women's empowerment is defined as the process by which women organize themselves to strengthen their own identity, express their autonomous right to make decisions, and manage resources that will contribute to fighting and removing their own inequality. The ability of a woman to determine her own future is central to the concept of women's empowerment (Keller & Mbeve, 1991). Similarly, Haque, Islam, Tareque, & Mostofa, (2011), describe Women empowerment is the process through which women begin to obtain more power and control over their own lives and situations than in past eras, whereas women autonomy is the power of women to do anything they choose, without requesting permission or the approval of others. The status of women refers to the influence and opportunities that women now have in community.

According to Cornwall, (2016), the women's empowerment initiative aims to explore the dimensions of women's empowerment in contexts where unique cultural, economic, and political constraints on women's autonomy and agency appear as enduring marginalization of women.

#### **2.1.4 Women in Ethiopia**

Women are fifty percent of Ethiopia's population. They participate in every region of their society's life. Though the women's section of the labor division varies from area to area and culture to culture, their average working hours per day are thought to be between 13 and 17 hours (MoLSA, 2012).

Haregewoin, & Emebet, (2003), as stated in Ethiopia is a traditional society that maintains status for women by citing religion and culture as justifications. These justifications have been maintained for many years by laws and legislation that encourage patriarchy and women's inferiority. This has resulted in and maintained inequities between men and women in terms of labor division, benefits distribution, law and state, home organization, and interrelationships. In fact, many Ethiopian women have limited decision-making authority in most personal and family concerns. Women are also discriminated against just for being women, and as a result, low status pervades almost every aspect of girls' and women's lives (Kassa, 2015).

The Ethiopia Labor Proclamation No. 42/93, as well as labor law 377/2004, state that women are not discriminated against in terms of employment and wage because of their gender. According to Bayeh, (2016), all the dimensions of sustainable development are impossible to achieve without empowering women and achieving gender equality, therefore, to maximizing the country's potential. Moreover, the Ethiopia government should work hard to improve women's current status and accomplish gender equality, which will have a good impact on the country's long-term growth.

#### **2.1.5 Importance of Empowerment**

Usually, it only requires single woman to make a difference. If you provide that woman with knowledge, training, or an availability of information, she will be able to support her entire family and contribute to the development of her community. Multiply the influence of one woman by a hundred or thousand, and possibly a million lives can be changed (Young, 2009). It is now widely acknowledged that the subject of women's empowerment for good change and transformation of the present unequal society is becoming increasingly critical and significant. Women's roles as professionals, parents, wives, and sisters are widely recognized, but their involvement in transforming a country's whole power dynamics is a new concept (Mandal, 2013).

Female empowerment has a significant impact on organizations because women have a key role in both public and private organizations when it comes to attaining growth and profitability. Women's employment has a nationwide influence in addition to its impact on organizations. Women serve as catalysts for suggesting solutions to internal organizational challenges as well as responses to changes brought about by macro-environmental variables (Taneja, Pryor & Oyler, 2012).

Enhancing areas of performance for both male and female employees is a chance for a firm to develop in the sector and generate larger income. Another advantage for the employer is that when an organization improves in each of these areas of performance, it attempts to become well performed organization. This is especially true as staff and consumer satisfaction levels rise. This attracts more intellectual employees, and hence higher quality employees, who want to work for a company with such a reputation (Taneja, Pryor & Oyler, 2012). Overall Employee performance and satisfaction may be increased by empowering them through training and development, employee participation and self-determination, employee access to information, and trust. All these empowerment elements have a substantial association with staff motivation and performance, which are required for organizational overall performance (Busara, 2016).

### **2.1.6 Organizational Performance versus Empowerment**

The framework of the organization is empowered and supported by providing technical resources, boosting independence and self-responsibility, focusing on the organization's employees, providing them with the authority, information, rewards, and Training and development to protect them in the event of unexpected behavior during customer service, and focusing on employees who interact with customers (Zeglat, Aljaber, & Alrawabdeh, 2014). Also, Bowen & Lawler III, (1995), similarly indicate to adequately empower an organization, management must implement high participation techniques in which authority, knowledge, information, and rewards are shared with employees at various levels of the organizational structure.

Most organizational managers describe empowerment as the process of enhancing employees, including leadership, to employ their skills and knowledge by allowing them more authority and decisions in their job. It gives people adequate authority, resources, and autonomy to perform productively (Eccles, 1993). A variety of managerial methods that increase a sense of empowerment have been advocated or discovered by organizational

theorists. It has been proposed that corporations develop selection and training methods to assure the necessary technical, economical, and social impact skills (McClelland, 1975).

According to Kirkman, & Rosen, (1999), higher productivity and proactive and outstanding customer service are the performance outcomes of empowerment techniques, while employee empower, organizational commitment, team commitment, and individual commitment are the motivational outcomes. Mullins, & Peacock, (1991), also they have indicated that empowered employees have higher levels of job satisfaction, motivation, and organizational loyalty. A happy and committed employee is a major asset to the organization.

In both public and commercial organizations, women play an essential role in achieving growth and profitability. Women's employment has an impact on the national level in addition to their impact on organizations. Taneja, Pryor & Oyler, (2012). Accordingly, the studies we can easily observe women employee's empowerment and organizational performance have a direct relationship.

### **2.1.7 Organizational Performance**

Organizations are among the most important institutions that practice helps to function. Society conducts most of its economic and social activities via its corporate, civic, social, and religious groups (National Research Council, 1997). Bernadin (1995), cited in Elena-Iuliana, & Maria, (2016), that performance should be defined as the total of work effects since they have the strongest association with the organization's strategic goals, customer satisfaction, and economic contributions. According to the author, performance must consider both inputs (effort) and outputs (the result of the effort put in). This definition connects performance with the total of work's consequences. When all efforts are directed toward accomplishing the stated objectives and achieving customer satisfaction, performance is attained. However, objectives and customer satisfaction cannot be accurately quantified.

Although measuring a company's performance is challenging, the field literature indicates that there are several possible performance measures that may be separated into two groups. Measures of financial and non-financial performance, or performance evaluation in certain literature, are classified into three categories. Financial performance shows market success of products, and shareholder return. According to Richard, Devinney, Yip & Johnson, (2009), organizational performance contains three different kinds of company performance: (a) financial performance (profits, return on assets, return on investment, and so on); (b) product market performance (sales, market share, and so on); and (c) shareholder return (total

shareholder return, economic value added, and so on. In other hand, Harris and Mongiello (2001), performance indicators that may be classified into two groups financial and non-financial performance: Cash flow, profitability, cost efficiency, turnover, and ROI (return on investment) are the most used financial measurements, whereas customer satisfaction, market share, employee feedback, human resources, and product quality are the most used non-financial measurements. For this study, the researcher focuses on organizational performance viewed through the perspective of an employee. By non-financial measures, whereas customer satisfaction, market share, employee feedback, human resources, and product quality.

### **2.1.8 Organizational Empowerment Theory**

Empowerment theory views societal issues in the perspective of a divided and hierarchical social, political, and economic environment for those in society who have the fewest privileges. In addition to emphasizing how individuals and communities are interdependent and mutually influencing one another, empowerment theory also places human problems in a person-in-environment viewpoint.

#### **2.1.8.1 Kanter's Theory of Empowerment**

According to Kanter, (1993), believes that by delegating authority to others and giving them more autonomy, leaders can enhance organizational performance. Kanter's concept of organizational empowerment, which focuses more emphasis on organizational structures than human attributes, also encompasses performance management and empowerment. According to this theory, empowerment is encouraged in organizations where employees have access to the information, resources, support, and opportunities for learning and growth.

According to Kanter, empowerment classified under six dimensions, including:

- Opportunity for advancement
- Access to information
- Access to support
- Access to resources
- Formal Power
- Informal Power

#### **2.1.8.2 Zimmerman Empowerment Theory**

According to Zimmerman, (2000), theory focused on psychological empowerment at the personal and organizational level, empowering processes include opportunities to have

control by taking part in decision-making or problem-solving in one's surrounding environment. This can be accomplished through engaging participate in community organizations or events, joining management teams at the workplace, or creating new abilities.

According to Zimmerman, empowerment must occur under organizational level of analysis and three dimensions, including;

- Organizational level
  - Opportunities to participate in decision-making
  - Shared responsibilities
  - Shared leadership

### **2.1.8.3 Hygiene Theory**

Many people consider Frederick Herzberg to be the "Father of Employee Empowerment" since he proposed that employee pleasure had two aspects: "hygiene" and motivation. Herzberg promoted reorganizing occupations to rely more on motivators. To distinguish them from other strategies that do not have their roots in motivation-hygiene theory, procedures of this type that have developed through time have come to be known as traditional employee empowerment (Herzberg, 2005).

According to Frederick Herzberg, employee empowerment or motivational Dimension, including;

- Performance and achievement
- Recognition
- Job status
- Responsibility
- Opportunity to advance
- Personal growth
- The work itself

### **2.1.9 Employee Empowerment Approaches**

There are various types of organizational empowerment practices. After a review of the above empowerment theories, the researcher selected to study on specific dimensions of empowerment such as; decision-making practice, information sharing, training and development, and reward and recognition.



### **2.1.9.1 Decision Making**

Decision making is the study of discovering and selecting options based on the decision maker's preferences and priorities. Making a decision indicates that there are alternatives to consider, and in this situation, we want to not only identify as many of these options as possible, but also to select the one that best matches with our aims, ambitions, preferences, values, etc. (Harris, 1998).

According to Guillory & Galindo, (1995), deciding authority is an essential aspect of employee empowerment. Quinn & Spreitzer, (1999), mention that employees must believe they have selective authority in decision-making. Companies must be able to provide workers decision-making authority wherever feasible in order to enhance control over workplace decisions.

### **2.1.9.2 Sharing Information**

Information is a critical component of employer empowerment. In recent years, there has been a lot of interest in management improving downward communication to employees, generally through newsletters, the management chain, or team briefings, which explain organizational goals and the organization's organizational position in order to be successful (Wilkinson, 1998). Similarly, Kariuki & Murimi, (2015), mentioned information sharing increases trust between employees and management and enhances cooperation by giving employees with information on which to base their thoughts for change. Randolph, (1995), argues that information sharing is an important and sometimes undervalued component of empowerment. Employees are unable to respond properly if information is not shared.

### **2.1.9.3 Training and Development**

Employee training is regarded as an effective training and development program for improving the performance of employees. Training is the process of narrowing the gap between present performance and the intended standard performance. Training might be provided in a variety of ways, including coaching and mentoring, peer collaboration, and involvement by subordinates (Busara, 2016).

According to (Dahou, & Hacini, 2018) the objective of the training is to build and improve the abilities required for employees to properly handle their enhanced authority and responsibility and to practice reasonable judgment. Effective training usually supports the objective of empowerment by raising morale and motivation, increasing flexibility,

decreasing staff turnover, and allowing employees to perform autonomously without constant supervision.

Training-related knowledge is a variable that can increase organizational performance and is seen as a critical component in accomplishing organizational goals. Adopting a training activity as a remedy to poor performance, on the other hand, most of the gap between desired and actual performance is caused by a lack of training (Sahinidis & Bouris, 2008).

#### **2.1.9.4 Reward and Recognition**

Reward and recognition are encouragements such as pay raises, performance bonuses, and promotions that are given as official recognition of outstanding performance regarding the organization's goals (Juran, 1993). According to Ndungu, (2017), rewards and recognition are used to either reward an employee for desirable conduct or to acknowledge an employee for exceptional accomplishments. As a result, the aim of many rewards and recognition programs is multi-layered but encouraging employees to improve performance is the primary goal in achieving corporate goals. This is because encouraged employees perform well.

A lack of rewards creates an undesirable workplace, which diminishes workers' work efforts and may cause them to quit. For these reasons, rewards are becoming increasingly important. The basic aims of rewards are to attract and retain workers, motivate individuals to perform effectively, and stimulate and enforce desired employee's performance. Organizations usually reward and acknowledge their employees through a variety of methods (Mossbarger, & Eddington, 2003).

## **2.2. Empirical Review**

An empirical literature review, also known as a systematic literature review, examines previous empirical studies to answer a specific research question; it is based on previous research work in the same research area.

### **2.2.1 Relationship between Empowerment and Organization Performance**

According to Desalegn, (2020), the research at the Radisson Blu Hotel in Addis Ababa, study on The relationship and effect of employee empowerment measures on customer satisfaction as stated in the study, employee empowerment practices and customer satisfaction (one aspect of organization performance) are positively and highly correlated. Based on Dubagus, Negash, Asmara & Eshete, (2020), studied in the effects of employee motivation on organization performance of crews in Ethio telecom South West Region Jimma,

demonstrations employee empowerment / motivation is highly correlated with organizational performance.

Low, Roberts & Whiting, (2015), this study used a sample of Asian organizations from Hong Kong, South Korea, Malaysia, and Singapore, found that increasing the number of female directors on the board has a favorable influence on company performance, on the other hand, tend to be diminished in nations with increased female economic engagement and empowerment. According to Achkar & Bouri, (2020), studied in Female empowerment in the workplace and firm performance a study of privately owned firms, the findings show that female empowerment is positively related with firm performance.

Similarly, on the Soharwardi, Ahmad, Ahmad & Shafique, (2020), Studies of “The Role of Women Empowerment in Organizational Performance with Mediation of Emotional Intelligence and Moderation of Wearable Devices: A Perspective of Social Exchange “has been found that empowered women can bring about more fruitful economic and organizational performance.

Mishra, (2019), conclude that Due to the obvious significant correlation coefficients, the study was demonstrating a relationship between employee empowerment and organizational performance. Dickson, (2019), this article investigates female leadership behaviors and organizational performance. Women's leadership or empowerment behaviors such as participatory decision making, expectation/reward, and control have been found to be highly related to organizational performance.

According to the findings of the preceding research in Ethiopia and worldwide, there is a relationship between female empowerment and organizational performance.

### **2.2.2. Participation in Decision- Making**

Glass, Cook & Ingersoll, (2016), the research empirically examines the influence of female CEOs, the proportion of female board members, the number of interconnections held by female board members, and the direct and accumulated effects of female CEOs and gender diverse boards. According to the findings, organizations with gender diverse leadership teams are more effective than other organizations. In addition, in the same way in the study of Glass & Cook, (2018), they depend on a unique data collection that includes CEO characteristics, board composition, and organizational results for all Fortune different companies from 2001 to 2010. They discover that organizations with female CEOs or gender diverse boards had better organizational and fairness practices. They also discover that gender diversified

leadership teams outperform gender homophiles teams in terms of organizational and equitable results.

Because the researcher couldn't get enough research in the country, the hypothesis conclusion is based on international research and the findings suggest that women's participation in decision-making has a beneficial effect on company performance.

**H1: Women participation in decision-making has a positive effect on company performance**

### **2.2.3. Information Sharing**

As studied on Gebisa & Ram (2021), title called "The Effect of Information Sharing and Inventory Management in the Supply Chain Practices on Firms' Performance: Empirical Evidence from Some Selected Companies of Ethiopia." The study concludes that information sharing affects a firm's performance both directly and indirectly.

Mesmer-Magnus, & DeChurch, (2009), research conclude Information sharing is the key method through which team members pool their available informational resources. the value of information sharing in improving team performance, cohesiveness, decision satisfaction, and knowledge integration the current findings demonstrate that, while information sharing is critical for team outcomes, teams fail to share information when it is most needed.

Hoch, (2014), the study's purpose was to look at the relationship between shared leadership and information sharing in team effectiveness. The purpose of this study was to investigate the link between shared leadership, demographic diversity, information sharing, and team performance. In addition, it is concluded that information sharing has a direct influence on team performance.

According to the findings of previous study in Ethiopia and throughout the world, sharing information with employees improves firm performance.

**H2: Sharing information has a positive effect on company performance.**

### **2.2.4. Training and Development**

Chaudhry, Jariko, Mushtaque, Mahesar, & Ghani, (2017), the survey was conducted out in Pakistan, with 300 respondents provides data. The study focuses on the importance of organizational performance. Working conditions, training and development, employee engagement, and job satisfaction are all strongly linked to organizational performance. Also highlights the importance of training and development regarding organization performance.

Aguinis, & Kraiger, (2009), this article examines the training and development literature from the year 2000 to 2009. They analyze the literature concentrating on the advantages of training and development for individuals and teams, organizations, and society. They use a global perspective to show that training and development activities in work organizations may provide significant benefits all of stakeholders. Chughtai, & Nadeem, (2016), the study used a case study of the Pakistan Telecommunication Authority. The findings revealed the usefulness of training and development activities, as well as their effect on individuals and organizations.

Hiregoudar, & Patil, (2021), the research analysis impact of training and development needs on overall performance of the organization at managerial level in India the study recommended that a training and development program be provided to all employees in order to increase performance. According to the study's conclusions, to enhance customer satisfaction and organizational performance, a continuous training and development program is essential.

According to different research, a continual training and development program is vital for improving employee performance, customer satisfaction, and organizational performance.

**H3: Training and Development has a positive effect on company performance.**

### **2.2.5 Reward and Recognition**

Boon, Arumugam, Safa, & Bakar, (2007), the studies sample included 377 employees from six major semiconductor contract manufacturing firms. According to the findings of this study, employment empowerment, reward and recognition, and communication are all favorably connected with workers' job Performance. O'Driscoll & Randall, (1999), a survey of 350 daily workers in Ireland and New Zealand found that an organization's rewards had a significant and positive impact on employees' thoughts concerning their employment and the organization.

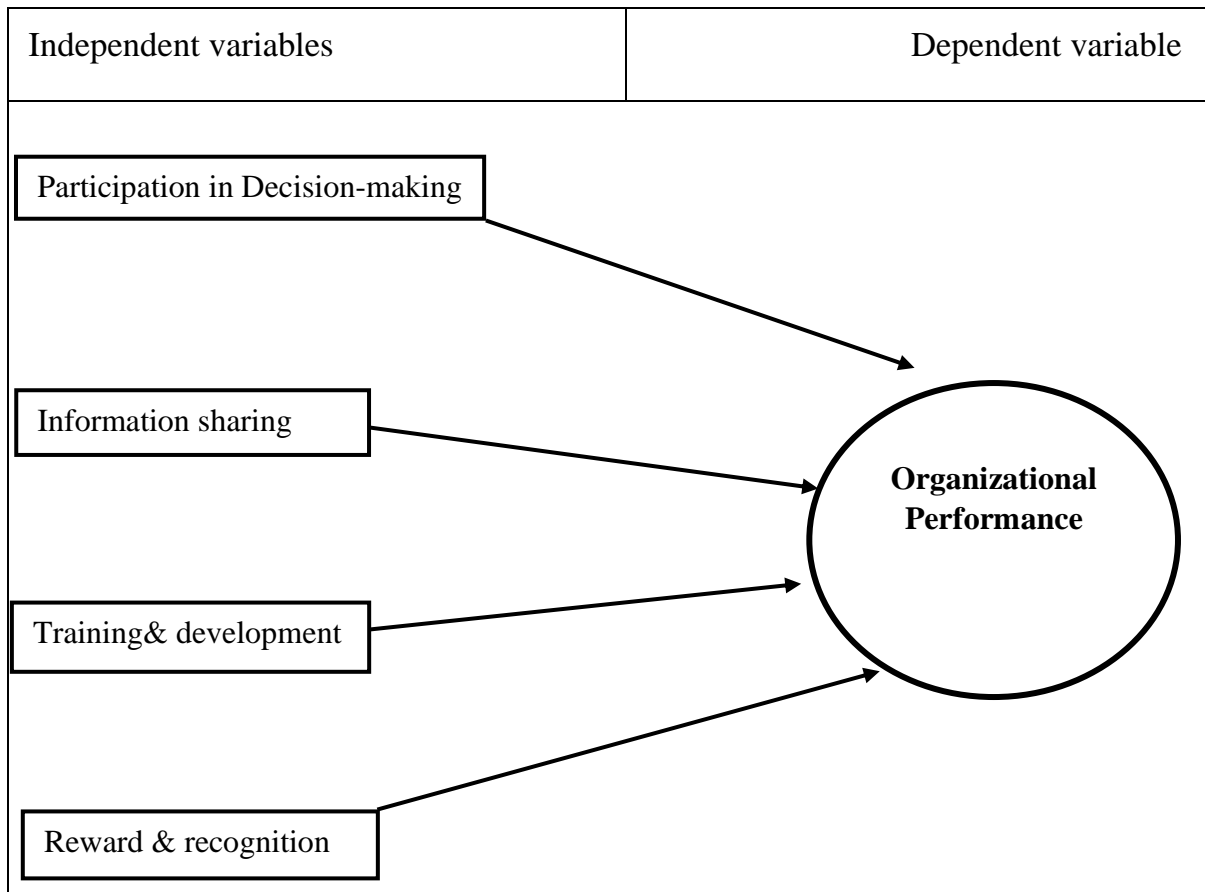
According to different studies conducted throughout the world, reward and recognition improve employee performance and contribute to organizational success.

**H4: Reward and recognition has a positive effect on company performance.**

### 2.3 Conceptual Framework

The study examined the effects of women's empowerment on organizational performance, including decision-making, training and development, information sharing, and reward and recognition. As a result, the conceptual framework for this research is as follows:

Table 2. 1: Conceptual Framework



### 2.4 Research Hypothesis Summary

The development of hypotheses is required to demonstrate the importance of the investigation. The hypothesis is formed based on a survey of the literature.

The researcher found limited research on a related topic in Ethiopia, and most of the studies focused on the impact of employee empowerment on employee's performance rather than the impact of employee empowerment on organizational performance. Additionally, the studies talked about employee empowerment generally rather than specifically addressing the needs of female employees. Therefore, the researcher sees comparable studies conducted internationally even though the environments and effects vary.

H1: Women participation in decision-making has a positive effect on company performance

H2: Sharing information has a positive effect on company performance.

H3: Training and Development has a positive effect on company performance.

H4: Reward and recognition has a positive effect on company performance.

## **2.5 Measures of Variables**

**Dependent variable:** company performance is the dependent variable for this study according to Conțu, (2020), all organization aims to have high performance and it is essential to understand that organizational performance is tied to the individual performance of members of an organization functioning at the organizational level. Three variables are required for success or effective performance: Economic efficiency (Financial performance), customer satisfaction, and employee satisfaction are all important factors. Hence, the research focuses on organizational performance from non-financial performance from an employee's perspective.

**Independent variables:** Following a review of the literature and identification of a positive relationship between empowerment and organizational performance, four dimensions of empowerment; participation in decision-making, information sharing, training and development, and reward and recognition are identified as independent variables of women empowerment.

## **3. CHAPTER THREE**

### **Research Methodology**

This chapter explains the research methodology used in conducting this study. Data collection instruments are discussed in detail to be applied in the research process. It includes descriptions of the study area, research design, data type and source, target population, research design, sample size and sampling techniques, methods of data collection and analysis, reliability, and validity, and finally ethical considerations.

#### **3.1. Description about the study area**

A bank is one type of financial institution that is permitted to accept deposits and make loans. Financial services such as wealth management, currency exchange, and safe deposit boxes may be offered by banks. Proclamation No. 206/1963 is established by the “National Bank of Ethiopia”, which began operations in January 1964. Prior to this proclamation, the bank was engaged in both commercial and central banking activities.

Establishing the “Development Bank of Ethiopia” and the “Project of Organizational Bank” as commercial banks, opening the banking sector to private domestic investment and trying to implement a new banking act to give the National Bank of Ethiopia greater autonomy. The key provisions of these banking reforms in Ethiopia were primarily aimed at increasing customer access, improving efficiency, and encouraging competition. Although the banking sector has grown somewhat since 1994, when the reform measures outlined above were implemented, it remains monopolistic, inefficient, and incapable of improving the intermediation of private sector savings. As a result, the banking systems impact, to facilitating Ethiopia's economic growth is marginal (Bezabeh & Desta, 2014).

According to Eshete, Tesome & Abebe, (2013), the banking industry, insurance companies, microfinance institutions, savings and credit cooperatives, and the informal financial sector make up Ethiopia's financial sector. The banking industry accounts for approximately 95% of total financial sector assets, which have a higher percentage, compared to other financial sectors.

According to the Report of National Bank of Ethiopia May 10, 2022, there are 18 private and government banks that are actively functioning including; Nib International Bank, Abay Bank S.C., Addis International Bank, Awash International Bank, Bank of Abyssinia, Berhan International Bank, Bunna International Bank, Commercial Bank of Ethiopia, Cooperative



Bank of Oromia, Dashen Bank, Dehub Global Bank, Enat Bank, Lion International Bank, Oromia International Bank, Hibret Bank , Wegagen Bank, Zemen Bank and Development Bank of Ethiopia.

### 3.1.1 Income of Ethiopian banks for 2021 / 2020 fiscal year

*Table 3. 1: Income of Ethiopian private banks for 2021 / 2020*

Rank	Bank	Gross Profit / Earning in ETB	Net Profit / Earning in ETB
1	Awash Bank	4.82 Billion	3.39 Billion
2.	Dashen Bank	2.4 Billion	1.7 Billion
3.	Abyssinia Bank	2.05 Billion	1.34 Billion
4.	Cooperative Bank Of Ethiopia	1.7 Billion	1.32 Billion
5.	Nib International Bank	1.62 Billion	1.21 Billion
6.	Hibret Bank	1.44 Billion	1.03 Billion
7.	Zemen Bank	1.29 Billion	952.6 Million
8.	Abay Bank	1.15 Billion	847.1 Million
9.	Oromia International Bank	1.13 Billion	871.9 Million
10.	Bunna Bank	937 Million	670.5 Million
11.	Lion (Anbessa) International Bank	414 Million	334.5 Million
12.	Addis International Bank	368.8 Million	271.2 Million
13.	Berhan Bank	337.6 Million	194.9 Million
14.	Enat Bank	289.4 Million	229.7 Million
15.	Dehub Global Bank	262.3 Million	184.2 Million
16.	Wegagen Bank	193.1 Million	126.7 Million

*Source (Most Profitable Ethiopian Private Banks for 2021 / 2020 Fiscal Year, 2021)*

#### *Governmental banks profit in 2020/2021*

According to Addis biz, (2021), Commercial Bank of Ethiopia (CBE) declared a 20 billion gross profit for the fiscal year 2021/2020.

### 3.1.2 Establishment year of banks

Table 3. 2: Establishment year of banks

Bank name	Year of establishment (GC)
Development Bank of Ethiopia	1901
Commercial Bank of Ethiopia	1963
Awash International Bank	1994
Dashen Bank	1995
Bank of Abyssinia	1996
Wegagen Bank	1997
Hibret bank	1998
Nib International Bank	1999
Cooperative Bank of Ethiopia	2005
Lion International Bank	2006
Oromia International Bank	2008
Bunna International Bank	2009
Zemen Bank	2009
Abay Bank S.C.	2010
Berhan International Bank	2010
Addis International Bank	2011
Debut Global Bank	2012
Enat Bank	2013

Source National bank of Ethiopia (“List of financial institution, May, 10, 2022)

### 3.2. Research Design and Approach

According to Zikmund, Babin, Carr, & Griffin, (2003), a research design is a wide-ranging design that outlines the techniques and steps to be taken in order to gather and analyze the required data. In addition, an outline or strategy for this research is provided by the research design. The researcher employs both an explanatory and descriptive research design, with a quantitative approach used to present research findings.

### 3.3. Target Population

According to the National Bank of Ethiopia May 10, 2022, report, there are now 18 operational private and government banks. Thus, this study, focused on selected banks to determine the impact of women's empowerment on the organizational performances. In addition, the study's target groups are female employees on the selected banks located in Ethiopia.

### 3.4. Sample Size and Sample Technique

Purposive sampling and proportional stratified sampling technique is used to select samples from the 18 private and government banks operating in Ethiopia, the researcher categorized the banks based on their ownership type, profitability in 2020/2021, and establishment date. To disperse the questioner, the researchers used a random sample technique a lottery method.

CBE is chosen from among those owned by the government, from top-level market profit for the year 2020/2021 to being the oldest on the market. Abyssinia bank is chosen from the ones owned by private, higher profit in the year 2020/2022. Enate bank is also chosen and from the privately owned ones, in comparing to the others, it has lower market profit for the year 2020/2021 and being fresh in the banking market. Also, to observe differences between their locations, the researcher uses several study areas (head office, district, and branch). The researcher chose to study CBE Africa avenues branch, Abyssinia bank central district, and Enate bank head office.

The formula provided by Taro Yamane (1967) is now implemented with a 95% confidence level to determine the sample size of the study. The sample size determines based on the following formula;

$$n = \frac{N}{1 + Ne^2}$$

Where,

- n = sample size,
- N = population size,
- e = sampling error assumed as 0.05 at 95% confidence level

$$n = \frac{201}{1 + 201(0.05)^2}$$

$$\underline{\underline{n=134}}$$

Table 3. 3: Sample method summary

No	Name of bank	Year of start	Gross profit 20/21	Total female population	probability	Sample sizes
1	CBE	1963GC	20 billion	32	0.16	21
2	Abyssinia bank	1996GC	2.05 billion	51	0.25	34
3	Enate bank	2013GC	289.4 million	118	0.59	79
	<b>Total</b>			<b>201</b>	<b>1</b>	<b>134</b>

Source: own survey, 2022

### 3.5 Data Type and Collection Method

According to Zikmund, Babin, Carr, & Griffin, (2003), a survey is described as a procedure for gathering primary data by interactions and communications with a sample of people who are representative of the population. As a result, the research used primary data sources and data from female employees of the selected banks. The questionnaire is completed using a closed-ended question and a five-point liker scale, on which respondents indicate how strongly they agree or disagree with a statement. For reference, 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means strongly agree.

For the variables questioner participating in decision-making, sharing information and reward and recognition primary adopted by the researcher for the variable training and development adopted from survey Zemburuka, & Dangarembizi, (2020) and Tahir, Yousafzai, Jan, & Hashim, (2014). For the variable organizational performance questioner, the researcher adopted from survey Ekwoaba, Ufodiama, & Enyinnaya, (2019)

### 3.6. Method of Data Analysis

The researcher analyzes data collected from respondents through questionnaires using descriptive and inference statistical methods. According to Vergara, Acciani, Amoruso., Patrono, & Vacca, (2008), descriptive statistics branch of the statistics that are beneficial for collecting, grouping, and inspecting a regarded set of data, referred to as population, under consideration by assigning the appropriate descriptive model. In addition, inferential statistics is adopted, when it is fundamental to infer the conduct of entire population from a subset of the sample data.

Quantitative analysis was performed using the statistical tool for social sciences (SPSS) version 26. Respondents' personal and professional profiles are described using frequency

and percentage. The responses collected for the dependent and independent variables are summarized and described using the mean and standard deviation. Perform a correlation analysis to find out the strength and direction of the relationship between the independent and dependent variables. Regression analysis is also performed to understand how well each independent variable describes the dependent variable.

The formula for the regression model is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y= Performance of selected banks

X1= Participating in decision-making

X2= Sharing information

X3= Training and Development

X4= Reward and recognition

$\varepsilon$  = Error term

### **3.7. Reliability and Validity**

In order to present a research paper in a clear and concise manner, reliability and validity are vital. These are essential for introducing notable research settings. Because reliability is associated with knowledge stability and validity represents reality (Altheide and Johnson, 1994).

As a result, the study uses Cronbach's alpha, which is a measure of internal consistency. The result of Cronbach's alpha factor is between 0 and 1, with less than 0.5 indicating a problem with the data. Cronbach's alpha coefficient of 0.70 or above is measured good, 0.80 or above is very good and 0.90 or higher is considered best result.

### **3.8. Ethical Consideration**

Ethics is the fundamental and required when it comes on research studies. Across the study, appropriate ethical considerations are taken. Respondents are also aware that their answers are kept confidential and used exclusively for academic reasons. Also to prevent plagiarism concerns, all references made in used materials and websites are appropriately acknowledged.

## 4. CHAPTER FOUR

### Data Presentation, Analysis, Interpretation and Discussion

This chapter aims to present, analyze, interpret, and explain the findings. As a result, in this part, the study looks for relationships between various types of data within the chosen banks. In addition, the data were analyzed using the statistical package for social science (SPSS) version 26.

#### 4.1 Response rate

The questioners were distributed to three different banks, and the researcher enhanced the sample size by 10% in order to improve the response rate and decrease invalid data. Out of 134 samples, the researcher gathered 129 (96.26%) of the data, as shown in the table below.

Table 4. 1: Response rate

No	Name of bank	Total population of women employee's	Sample size	Response	Response rate %
1	CBE	32	21	21	100%
2	Abyssinia bank	51	34	34	100%
3	Enate bank	118	79	74	93.67%
4	<b>Total</b>	<b>209</b>	<b>134</b>	<b>129</b>	<b>96.26%</b>

Source: own survey, 2022

#### 4.2 Demographic description of respondents

This section discusses the demographic characteristics of the respondents. As a result, respondents' personal data for the study includes; age, work experience, education levels, present position within the organization, and marital status. The frequency and percentage of respondents are presented, as a framework in the table below and the researcher comprehend details about each frequency group.

Table 4. 2: Demographic description of respondents

NO	Item	Description	Frequency	Percent	Valid Percent	Cumulative Percent
1	Age	20-30	50	38.8	38.8	38.8
		30-40	54	41.9	41.9	80.6
		40-50	19	14.7	14.7	95.3
		50-60	6	4.7	4.7	100.0
2	Education	Diploma	11	8.5	8.5	8.5
		BA Degree	75	58.1	58.1	66.7
		Masters	35	27.1	27.1	93.8

		Other	8	6.2	6.2	100.0
<b>3</b>	<b>Current work Position</b>	Officer	40	31.0	31.0	31.0
		Supervisor	26	20.2	20.2	51.2
		Middle Management	12	9.3	9.3	60.5
		Top management	15	11.6	11.6	72.1
		Other	36	27.9	27.9	100.0
<b>4</b>	<b>Work Experience</b>	0-5 Years	54	41.9	41.9	41.9
		5-10 Years	43	33.3	33.3	75.2
		10-15 Years	13	10.1	10.1	85.3
		15-20 Years	9	7.0	7.0	92.2
		Above 20 Years	10	7.8	7.8	100.0
<b>5</b>	<b>Marital Status</b>	Single	50	38.8	38.8	38.8
		Married	71	55.0	55.0	93.8
		Divorced	4	3.1	3.1	96.9
		Widowed	4	3.1	3.1	100.0

*Source: own survey, 2022*

On the first rows of Table 4.2, the researcher noticed that respondents within the ages of 20-30 took over 38% of the respondents, those within the ages 30-40 took over 41.9% of the respondents, and those within the ages 40-50 and 50-60 took over 14.7% and 4.7% of the total female respondent's employees, respectively. This data reveals that the majority of female employees are relatively young; therefore, if the firm empowers them, the banks can increase the productivity by utilizing the young and energetic female employees.

Regarding education, 8.5% and 6.2% of female employees have a diploma or other qualification (such as a high school diploma or certificate), and 58.1% and 27.1% hold a BA degree and master's degree. According to this data, the majority of female employees had higher educational qualifications.

When it comes to the present job positions held by female employees, 31% of them are officers, 20.2% of them work in supervisory positions, 9.3% and 11.6% work as middle level managers, and 27.9% work in other positions like clerk, cashier, and secretary. According to this statistics, there are even more female employees who have higher education and are still very young. The percentage of female employees in management positions is quite low, which is also incompatible with their level of education.

As to working experience, the majority of female employees fall into the range of 0 to 5 years and 5 to 10 years of working experience, which covers 41.9% and 33.3% of respondents respectively. There are also 10.1% of female employees with 10 to 15 of working experience ,

7% of female employees with 13 to 20 years of working experience , and 7.8% with experience over 20 years. The fact that the majority of employees have less than ten years of experience it could be related to the female employees' youth.

In terms of marital status, 55% of respondents were married, while 38.8% were single. Lastly each widowed and divorced respondents cover 6.2%. We may infer that 93.79% of the respondents were both single and married, with the married rate slightly higher.

### **4.3 Descriptive Analysis of Women Empowerment practices and Organizational Performance**

The main objective of the research was to investigate the effect of women's empowerment on organizational performance in the context of chosen banks. By raising questions, about organizational performance and women's empowerment practices such as, decision-making participation, information sharing, training & development and rewards & recognition the issues were addressed.

Mean and standard deviation scores were also used to compare respondent level of agreement with the statement. According to Eboh, (2009), mean measure as the sum of observations divided by the total number of observations, mean is defined, as the mean in mathematics is the arithmetic average of total observation. The survey's measuring system used likert scales with a maximum of 5 points, with 1 signifying "strongly disagree" and 5 signifying "strongly agree." Davis (1971) has stated that a mean score of 3.80 and above is regarded high perspective, 3.40-3.79 is considered moderate perspective, and less than 3.39 is considered low perspective. The standard deviation it used to determine the amount of dispersion, which indicates how spread out the data is. It also expresses how far each observed value differs from the mean (Eboh, 2009). Therefore, we can say a modest or low standard deviation would reflect that the majority of the observed data is closely clustered around the mean.

#### **4.3.1 Participation in Decision-making**

*Table 4. 3: Descriptive statistics on women participation in decision making*

<b>No</b>	<b>Item</b>	<b>Mean</b>	<b>Std.</b>
<b>1</b>	As a member of this organization, I have a significant amount of power over decisions that impact job.	3.47	0.662
<b>2</b>	I am aware of expectations and have decision-making power in reference to my work.	3.33	0.743
<b>3</b>	Management directly asks my opinions while making organizational decisions.	3.05	0.665



<b>4</b>	When making decisions that will affect my profession, I typically rely on myself and relevant information	3.26	0.699
<b>5</b>	My company allowed female employees to participate in decision-making.	3.20	0.733
<b>6</b>	I have a big influence on what happens in my department	3.26	0.742
	<b>Aggregate Participation in decision-making</b>	<b>3.26</b>	<b>0.51</b>

Source: own survey, 2022

As shown in Table 4.3, when employees were asked if they had significant power over decisions that affect their jobs, the score was mean 3.47 and SD (0.662), indicating that the majority of the employees have moderate perspective.

Also, on the rest of questions we can see that most of the female employees have a low perspective on the awareness of having expectations and decision-making power in reference to their work, the result is a score of mean 3.33 and SD (0.743), indicating that the majority of the employees have low perspective. When they're asked if management directly asks their opinions while making organizational decisions with score of mean 3.0 and SD (0.665), Whether they making decisions that will affect their profession, if they typically rely on themselves and relevant information with score of mean 3.26 and SD (0.699) with indicate the majority of female employees have low perspective. Similarly, when they're asked if the company allows female employees to participate in decision-making and whether they have a big influence on what happens on their department with the mean value of 3.20 and SD (0.733), 3.26 and SD (0.742).

The aggregate mean value of women's participation in decision-making is 3.26 SD (0.51), indicating that women's participation in decision-making is scarce in the chosen banks. As a result, the selected banks must concentrate on allowing female employees to participate in decision-making.

### 4.3.2 Information sharing

Table 4. 4: Descriptive statistics on sharing information

<b>No</b>	<b>Item</b>	<b>Mean</b>	<b>Std.</b>
<b>1</b>	The company informs its employees of the organization's goals, vision, and mission as well as the essential operating procedures?	3.66	0.552
<b>2</b>	All female employees have easy information access to participate in relevant opportunities like learning opportunities & career development opportunities?	3.23	0.523
<b>3</b>	Our corporate culture emphasizes the equality of sharing important information among all employees?	3.14	0.583

4	Do you believe as a female employee, you have access to all relevant information on a timely manner, allowing you to make informed decisions?	3.16	0.671
5	Does your organization have a platform to scatter relevant information made available to all employees equally?	3.21	0.681
	<b>Aggregate Information Sharing</b>	<b>3.28</b>	<b>0.45</b>

*Source: own survey, 2022*

According to Table 4.4, the majority of employees replied to have moderate perspective towards the organization's goals, vision, and mission as well as its key operating procedures, having scored a mean of 3.66 and a SD of (0.552), indicating that the company's employees have well informed about the company goals, vision mission and operating procedures. On the another hand on question of if all female employees have easy information access to participate in relevant opportunities like learning opportunities & career development opportunities; if the corporate culture emphasizes the equality of sharing important information among all employees; if they you believe as a female employee, they have access to all relevant information on a timely manner, weather allowing you to make informed decisions and finally if the organization have a platform to scatter relevant information made available to all employees equally. In the regarding this questions the female employees of the selected bank shows their low perspective with the score of mean value and SD (3.23(0.523), 3.14(0.583), 3.16, (0.671) and 3.21(0.681).

The aggregate mean score for information sharing is 3.28 (SD 0.45), indicating that female employees of the chosen banks, have a low perspective toward the information sharing. Therefore, in order for female employees to have the right information to understand what is happening in the workplace and make informed decisions, organizations must improve their access to information.

### 4.3.3 Training & development

*Table 4. 5: Descriptive statistics on Training & development*

No	Item	Mean	Std.
1	The organizations provide training for their female staff.	3.27	0.846
2	Equal access to training and development is available to all employees in my organizations.	3.47	1.001
3	Training and development have changed my skills, knowledge, and attitude.	3.60	0.843
4	To improve the knowledge and abilities of women employees, the organization has continuous training and development activities.	3.52	0.894
5	To improve organizational performance, the company should	3.68	0.910

	spend more on programs for women's training and development.		
<b>6</b>	The employee training and development program has helped me overcome problems while performing my duties.	3.72	0.857
	<b>Aggregate Training &amp; Development</b>	<b>3.54</b>	<b>0.62</b>

*Source: own survey, 2022*

As shown in table 4.5, the first question, "does the organization give training specifically for their female employees?" had a mean of 3.27 and an SD (0.846), indicating that the majority of respondents have low perspective. On the other hand, in response to a series of questions concerning training and development, the respondent provided with the answer of a mean scores and SD of 3.47 (1.001), 3.60(0.843), 3.52(0.894), 3.68(0.910) and 3.72(0.857). It demonstrates that the respondents' levels of perspective are often moderate.

The total mean score of training & development is 3.54 and SD is (0.62) overall, the majority of respondents provided moderate responses for the questions including; whether they had equal access to training and development, whether training and development had changed their skills, knowledge, and attitudes, and whether they believed that the organization's training and development system had helped to improve organizational performance and helped them to improve their knowledge. Therefore, even there is training and development system in the banks they should enhance their training and development practice.

#### **4.3.4 Reward & recognition**

*Table 4. 6: Descriptive statistics on Reward & recognition*

<b>No</b>	<b>Item</b>	<b>Mean</b>	<b>Std.</b>
<b>1</b>	At work, I experience appreciation	2.92	0.806
<b>2</b>	I understand fully what needs to be done in order to improve or advance the rewards and recognition for my efforts.	3.41	0.692
<b>3</b>	I agree that all employees receive rewards based on the same evaluation.	3.20	0.711
<b>4</b>	My organization gives me the adequate recognition for reaching significant goals.	3.25	0.750
<b>5</b>	I receive the proper recognition from my manager as well as other leaders.	3.15	0.772
<b>6</b>	I consider that I am fairly rewarded for the work that I accomplish.	3.09	0.785
	<b>Aggregate Reward &amp; Recognition</b>	<b>3.17</b>	<b>0.59</b>

*Source: own survey, 2022*

Table 4.6 shows that the participant response on this measure was relatively low, with mean and SD values of 2.92 (0.806), 3.41(0.692), 3.20(0.711), 3.25(0.750), 3.15(0.772), and 3.09

(0.785) also the aggregate reward and recognition result similarly low with the total mean scored 3.17 and SD (0.59).

Over all, the respondent has a low perspective on their appreciation experience also had a limited understanding of what needed to be done to receive rewards and recognition, also they have low perspective for the question, whether employees received rewards based on the same evaluation, and similarly low perspective have been given, for the question whether the organization provided adequate recognition for achieving important goals. They also had low perspective of whether they had been fairly and appropriately rewarded for the work they accomplished. Therefore, the organization should enhance its system of rewards and recognition.

### 4.3.5 Organizational Performance

*Table 4. 7: Descriptive statistics on Organizational Performance*

No	Item	Mean	Std.
1	The company constantly looks for ways to improve its services.	3.31	0.908
2	This company has the ability to attract essential employees.	2.92	0.932
3	Satisfaction of customers is paramount in this company.	3.56	0.838
4	Customer disloyalty rate is low in this company.	3.39	0.887
5	Our customers receive the best products and services when compared to its competitors.	3.44	0.819
6	This company experiences growth in patronage of its services.	3.60	0.834
7	The company's profit is on the rise.	3.62	0.886
8	This company boasts of significant market share amongst its peers.	3.52	0.849
9	I find meaning in my work, which also benefits the performance of the organization.	3.55	0.819
10	Woman employees are encouraged to act quickly in my organization to improve service quality or to address quality issues at work.	3.09	0.879
	<b>Aggregate organizational Performance</b>	<b>3.40</b>	<b>0.43</b>

*Source: own survey, 2022*

According to table 4.7, regarding to the question if the company constantly looks for ways to improve its services most of respondent have low or neutral perception on the questions with the mean score of 3.31 and SD (0.908). Similarly, respondent have low or neutral perspective on whether the company has the ability to attract essential employees, whether customer disloyalty rate is low in this company, also whether woman employees are encouraged to act quickly in their organization to improve service quality or to address quality issues at work with mean score and SD of 2.92 (0.932), 3.39 (0.887) and 3.09 (0.879).

On the other hand, respondents answer moderate perspective to the question of, whether customers receive the best products and services when compared to competitors, with a mean score and SD of 3.44 (0.819), also if company experiences growth in patronage of its services with mean score and SD 3.60 (0.834), similar moderate responses on the questions of whether the company's profit is rising, whether the company has a significant market share among its peers and whether they find meaning in their job, which benefits the organization's performance, with mean score and SD of 3.62 (0.886), 3.52(0.849) and 3.55(0.819).

#### 4.4 Inferential analysis

Inferential statistics contains all methods that allow us to explore in-depth correlations between variables. They provide a very effective method of asking numerical data questions (Barnes & Lewin 2005). Errors in sample estimation can be taken into account using inferential statistics. Therefore, P-values and confidence intervals must be used in inferential statistics to assess the data's accuracy. If a p-value of less than .05 denotes that, there is, at most, a 5% probability that the estimate does not accurately reflect the population parameter due to sampling error. We cannot conclude that the sample size is significant if the p-value is greater than 0.05 (Gibbs, Shafer & Miles 2017).

##### 4.4.1. Reliability

Cronbach's Alpha verifies the study's reliability according to Tavakol & Dennick, (2011), Cronbach's Alpha was created by Lee Cronbach in 1951 to provide a measure of the internal consistency of a scale or a measure. Internal consistency refers to how closely all of the test items assess the same idea or structure which also stated as a number between 0 and 1 and the acceptable Cronbach's alpha values, which range from 0.70 to 0.95.

Table 4. 8: Reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.841	5

No	Variables	Cronbach's Alpha	N of Items
1	Participation in Decision-making	0.823	6
2	Information sharing	0.803	5
3	Training & development	0.786	6
4	Reward & recognition	0.875	6
5	Organizational Performance	0.667	10

Source: own survey, 2022

As shown in table 4.8, the average of all variables is 0.841, putting it in the range of 0.70 to 0.95.

#### 4.4.2 Correlation Analysis

According to Davis (1971), on correlation coefficients interpretation 0.70 or higher very strong relationship 0.50-0.69 substantial association 0.30-0.49 moderate relationship 0.10-0.29 low relationship 0.01-0.09 negligible relationship.

Table 4. 9: Correlation Analysis

No			Decision	Information	Training	Reward	Performance
1	<b>Decision</b>	Pearson Correlation	1	.552**	.435**	.678**	.691**
		Sig. (2-tailed)		.000	.000	.000	.000
		N	129	129	129	129	129
2	<b>Information</b>	Pearson Correlation	.552**	1	.483**	.499**	.649**
		Sig. (2-tailed)	.000		.000	.000	.000
		N	129	129	129	129	129
3	<b>Training</b>	Pearson Correlation	.435**	.483**	1	.254**	.584**
		Sig. (2-tailed)	.000	.000		.004	.000
		N	129	129	129	129	129
4	<b>Reward</b>	Pearson Correlation	.678**	.499**	.254**	1	.621**
		Sig. (2-tailed)	.000	.000	.004		.000
		N	129	129	129	129	129
5	<b>Performance</b>	Pearson Correlation	.691**	.649**	.584**	.621**	1
		Sig. (2-tailed)	.000	.000	.000	.000	
		N	129	129	129	129	129

Source: own survey, 2022

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

Table 4.9 shows that participation in decision-making has a Pearson correlation coefficient with information sharing ( $r=.552$ ,  $p < 0.05$ ), training and development ( $r=.435$ ,  $p < 0.05$ ),

reward and recognition ( $r=.678$ ,  $p < 0.05$ ), and organizational performance ( $r=.691$ ,  $p < 0.05$ ). This means that participation in decision-making has a positive and significant relationship with the remaining variables.

Also, the second variable, information sharing, has a Pearson correlation coefficient with decision-making ( $r=.552$ ,  $p < 0.05$ ), training and development ( $r=.483$ ,  $p < 0.05$ ), reward and recognition ( $r=.499$ ,  $p < 0.05$ ), and organizational performance ( $r=.649$ ,  $p < 0.05$ ). This suggests that information sharing has a positive and substantial association and moderate association with the remaining variables.

And also the third variable training and development has a Pearson correlation coefficient with decision-making ( $r=.435$ ,  $P < 0.05$ ), information sharing ( $r=.483$ ,  $P < 0.05$ ), reward and recognition ( $r=.254$ ,  $P < 0.05$ ), and organizational performance ( $r=.584$ ,  $P < 0.05$ ). This suggests that training and development has a positive and low association/moderate association with the remaining variables.

The fourth variable reward and recognition has a Pearson correlation coefficient with decision-making ( $r=.678$ ,  $P < 0.05$ ), information sharing ( $r=.499$ ,  $P < 0.05$ ), training and development ( $r=.254$ ,  $P < 0.05$ ), and organizational performance ( $r=.621$ ,  $P < 0.05$ ). This suggests that training and development has a positive and low association/moderate association with the remaining variables.

In conclusion, the above Pearson correlation matrix in (Table 4.9) shows that all four independent variables have a positive and significant relationship with the dependent variable and each other with a significant value of  $p < 0.05$ .

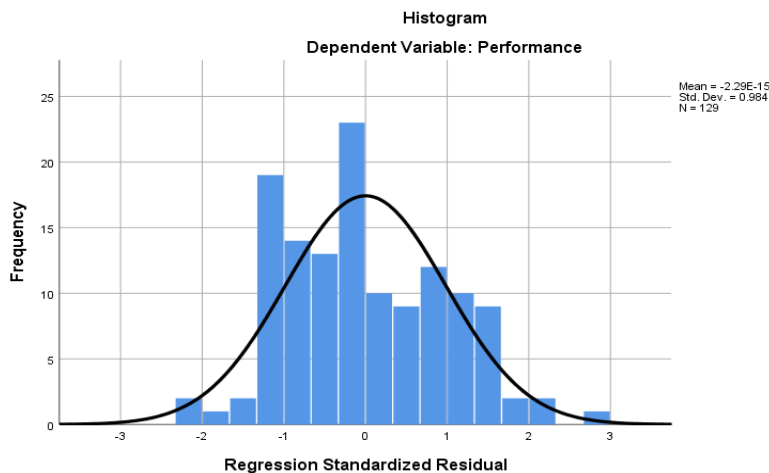
#### **4.4.3 Regression analysis**

One of the most popular statistical techniques for examining multifactor data is regression analysis. It's appealed because, it offers a theoretically clear approach to examining how different variables interact, as well as when multiple regression models are applied in studies with two or more predictor variables (Chatterjee& Hadi 2006). The study used multiple regression models because there are four predictors or independent variables; participation in decision-making, information exchange, training and development, and reward and recognition. The assumption test is a statistical test that is used to determine the relationship between variables, such as the normality, heteroscedasticity, linearity tests. Finally, the autocorrelation test examined.

## I. Normality Assumption Test

The normality assumption is used to establish whether or not data has a normal distribution. When we create a histogram of the sample data, we expect to observe a bell-shaped curve in the center, which leads us to the conclusion that the data distribution is normal (Tsagris & Pandis, 2021).

Figure 4. 1: Normality Assumption Test (Histogram)



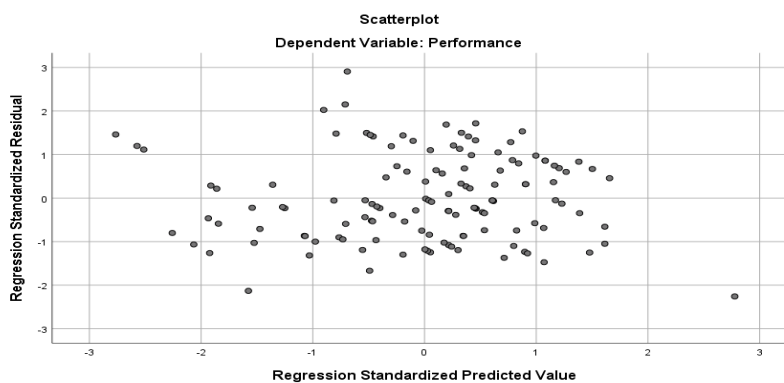
Source: own survey, 2022

As we can see on figure 4.1, we can conclude that normality is assured because the histograms are normally distributed, as seen by the existence of a bell-shaped curve in the center.

## II. Homoscedasticity Assumption Test

According to Apeanti, (2016), homoscedasticity assumption states that the variance of the residual terms should be constant at each level of the predictor variable

Figure 4. 2: Homoscedasticity Assumption Test (scatterplot)



Source: own survey, 2022

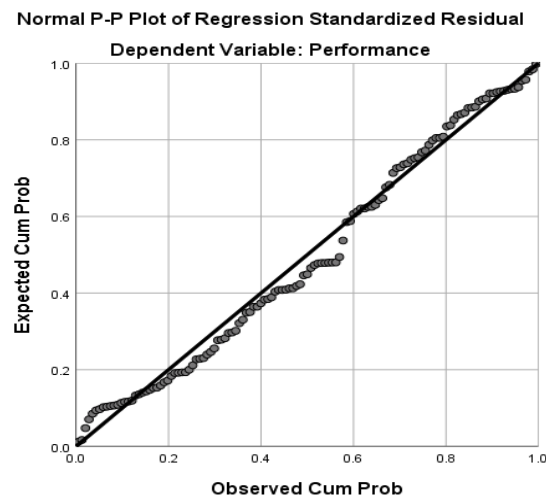


This assumption was tested using the scatter plot in figure 4.2. The majority of the scores are concentrated in the middle of the scatter plot. This scatter plot distribution shows that the homoscedasticity assumption was satisfied.

### III. Linearity Assumption Test

According to Barnes & Lewin (2005), the stronger the linear association, the more "line" or flat shaped a scatter graph appears to be. The scatter diagram is a perfect correlation if it is a straight line.

Figure 4. 3: Linearity Assumption Test (P\_P Plot)



Source: own survey, 2022

This assumption was tested using a P-Plot, as shown in Figure 4.3, and because the line is straight, we can conclude that the study fulfilled linearity assumption test.

### IV. Multicollinearity Assumption Test

When one independent variable is almost a similar with other independent variables during the analyzing regression model, the similarity will influence parameter predictions. This condition is described as multicollinearity (Kutner, Nachtsheim, Neter, & Wasserman, 2004).

According to Adeboye, Fagoyinbo, & Olatayo, (2014), VIF identifies the size of the multicollinearity-related inflation in the standard errors associated with a certain beta weight. VIF values over 2.50 indicate comparatively strong multicollinearity. Also the high degrees of multicollinearity are indicated by low levels of tolerance. If a tolerance falls 0.4 and under we can say multicollinearity is existent.

Table 4. 10: VIF and Tolerance Statistics for Multicollinearity

Parameter		Collinearity Statistics	
1	(Constant)	Tolerance	VIF
	Participation in Decision-making	0.446	2.243
	Information sharing	0.588	1.701
	Training & development	0.712	1.404
	Reward & recognition	0.508	1.968

Source: own survey, 2022

Based on table 4.10, it can be shown that there is no multicollinearity between any of the independent variables because all of the tolerance levels are over 0.4 and the VIF is less than 2.50.

## V. Autocorrelation Assumptions Test

The occurrence of serial residual correlation can be determined using the Durbin-Watson statistic (DW). The cross-correlation of a signal with itself is known as autocorrelation, often referred to as serial correlation. A model's ability to accurately describe the underlying trend is tested using the DW (Shukor, M. S & Shukor, M. Y. 2014).

According to Karadimitriou, & Marshall, (2015), there is no autocorrelation issue when the Durbin-Watson value is between 1.5 and 2.5.

Table 4. 11: Autocorrelation Assumptions Test (Durbin-Watson)

Model	Durbin-Watson
1	1.620

Source: own survey, 2022

As we can see in table 4.11, there is no autocorrelation problem with the data because the Durbin-Watson is 1.620.

### 4.4.4 Regression analysis results

The linear regression model of the study is:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon.$$

Where, Y = Organizational performance (OP)

X1 = Participation in decision making (PDM)

X2 = Information sharing (IS)

X3 = Training and Development (TD)

X4= Reward & recognition (RR)

$\varepsilon$  = error term

$\beta_0, \beta_1, \beta_2, \beta_3$  and  $\beta_4$ = constant and coefficient of the independent variables.

#### 4.4.4.1 Model Summary

Within the model summary table (Table 4.12), the researcher examined how well a regression model fits the data; this table includes the R, R<sup>2</sup>, modified R<sup>2</sup>, and the standard error of the estimate.

Table 4. 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813a	.662	.651	.25576

Source: own survey, 2022

A. Predictors: (Constant: Participation in Decision-making, Information sharing, Training & development, Reward & recognition)

B. Dependent Variable: Organizational Performance

R-square (the coefficient of determination) is a measure of how well the regression model fits the observed data. In another word it informs us the percentage of the dependent variable; organizational performance, that can be determined based on the predictors; participation in decision-making, information sharing, training & development, reward & recognition that are shown in the above table (Table 4.12) the dependent variable was explained by 0.662, or 66.2%, of the independent variables. The remaining 33.8% can be explained by other women empowerment practice variables.

#### 4.4.4.2 ANOVA Table

ANOVA test called the F Ratio, this ratio compares the variability between groups to the variability within groups. The ANOVA result indicates whether there is a statistically significant difference in the means of the groups as a whole (Barnes & Lewin 2005).

Table 4. 13: ANOVA Table

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression/ Between Groups	15.869	4	3.967	60.647	.000 <sup>b</sup>

	Residual / Within Groups	8.111	124	.065		
	Total	23.980	128			

Source: own survey, 2022

A. Predictors: (Constant: Participation in Decision-making, Information sharing, Training & development, Reward & recognition)

B. Dependent Variable: Organizational Performance

Table 4.13 shows that the independent variables; participation in decision-making, information sharing, training & development, reward & recognition are statistically significantly predicted by the dependent variable; Organizational Performance with  $F(4, 124) = 60.647, p(.000) < 0.05$ , we can infer that the regression model fits the data well.

#### 4.4.4.3 Regression Coefficients

Table 4. 14: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.633	.183		3.453	.001
	Participation in Decision-making	.221	.066	.263	3.364	.001
	Information sharing	.228	.065	.238	3.494	.001
	Training & development	.203	.043	.291	4.706	.000
	Reward & recognition	.183	.054	.250	3.414	.001
<b>a. Dependent Variable: Organizational performance</b>						

Source: own survey, 2022

The unknown beta values were substituted with the values provided above using the output data on table 4.14 so we used the linear regression model formula to get the outcome.

As a result, the regression model is:

$$OP = 0.633 + 0.221 PDM + 0.228 IS + 0.203 TD + 0.183 RR$$

Table 4.14 shows that all of the independent variables have a positive beta coefficient, indicating that they have a positive influence on organizational performance. Although  $p < 0.01$  is used, we may infer that the result is significant by 99% confidence interval. As a result, a unit increase in participation in decision-making organizational performance will increase by 0.221, a unit increase in information sharing organizational performance will increase by 0.228, and a unit increase in training & development organizational performance

will increase by 0.203. A unit increase in reward & recognition will result in a 0.183 rise in organizational performance.

#### 4.5. Discussion and hypothesis testing

In this section, the alternative hypothesis of the research are examined and discussed for acceptance or rejection of the relationship between the independent factors; participation in decision-making, information sharing, training and development, reward and recognition and the dependent variable; organizational performance.

Table 4. 15: Hypothesis summary

No	Hypothesis	Predictor	Regression Result	Decision
1	H1	Participation in Decision-making	$\beta = 0.221, p= 0.001 < 0.01$	Accepted
2	H2	Information sharing	$\beta = 0.228, p=0.001 < 0.01$	Accepted
3	H3	Training & development	$\beta = 0.203, p=0.000 < 0.01$	Accepted
4	H4	Reward & recognition	$\beta = 0.183, p=0.001 < 0.01$	Accepted

Source: own survey, 2022

#### **H1: Women participation in decision-making has a positive effect on company performance.**

The regression analysis's p-value (0.001) and t-value (3.453) for women participation in decision-making this implies that decision-making participation affects the performance of the chosen banks in a positive and significant way. The coefficient of decision-making participation was 0.221, indicating that a one-unit increase in decision-making participation raises organizational performance by 22.1% while keeping other independent factors untouched.

This includes research by of Arzubiaga, Iturralde, Maseda, & Kotlar, (2018), Nielsen, & Huse, (2010) and Smith, N, Smith, V, & Verner, (2006). All of these studies reached the conclusion that women's participation in decision-making and company's performance are positively correlated.

#### **H2: Sharing information has a positive effect on company performance.**

The regression analysis's p-value (0.001) and t-value (3.364) for sharing information this implies that sharing information affects the performance of the chosen banks in a positive and significant way. The coefficient of participation in sharing information was 0.228, which suggests that one-unit increase in sharing information leads to a 22.8 % rise in organizational performance while holding other independent variables untouched. Additionally, similar

studies by Morishima (1991), and Dahou, & Hacini, (2018), and also others revealed that sharing information had a positive impact on company performance.

### **H3: Training and Development has a positive effect on company performance.**

The regression analysis's p-value (0.000) and t-value (4.706) for training and development implies that, training and development affects the performance of the chosen banks in a positive and significant way. The coefficient of training and development was 0.203, indicating that a one-unit increase in training and development raises organizational performance by 20.3% while keeping other independent factors untouched. In addition, Storey, (2002), and Kulkarni, (2013), as well as Obi-Anike, & Ekwe, (2014), the result of those studies and the vast majority of studies in the same subject is conclude that training and development improve organizational performance.

### **H4: Reward and recognition has a positive effect on company performance.**

The regression analysis's p-value (0.001) and t-value (3.414) for reward and recognition this implies that reward and recognition affects the performance of the chosen banks in a positive and significant way. The coefficient of training and development was 0.183 indicating that a one-unit increase in reward and recognition raises organizational performance by 18.3%, while keeping other independent factors untouched. In addition in similar studies, Madhani, (2020) and Manzoor, (2012) concluded that reward and recognition has a positive effect on company performance.

## **4.6 Aggregate Relation between Organizational Performance and Women Empowerment**

In aggregate empowerment and organizational performance have a positive relationship and significant effect as indicate the above hypothesis test. The four dimensions of empowerment; participation in decision-making, information sharing, training and development, and reward and recognition are positively related to organizational performance. Additional studies also support this ideas, Sharma, & Kaur (2011), titled "workplace empowerment and organizational effectiveness: an empirical investigation of the Indian banking sector," indicated that a positive relationship between workplace empowerment and organizational effectiveness. The same idea is showed in the research study titled "the empowerment-organizational performance link in local governments." The findings indicate that structural empowerment is positively related to organizational

performance Garca-Juan, Escrig-Tena, and Roca-Puig (2018). As a result, the researcher concluded that empowerment and organizational performance are positively related.

## **5. CHAPTER FIVE**

### **Summary of the Finding, Conclusion and Recommendation**

The research conclusion, theory contribution, implications, recommendations, and direction for future research based on the research's findings are discussed in this part.

#### **5.1 Summary of the Major Findings**

The aim of this research is to show the effect of women empowerment on organizational performance within the selected banks in Ethiopia. This study also attempted to answer the four research questions; how does participation of women in decision making, sharing information, training and development and reward and recognition to women employees affect the organizational performance of the selected banks? To answer these questions, 129 female employees from three different banks have participated. The researcher used the purposive sample technique and proportional stratified sampling technique to select these Ethiopian banks namely; CBE Africa avenues branch, Abyssinia bank central district, and Enate bank head office.

Both explanatory and descriptive research designs are used, with a quantitative technique to present research findings that are also examined by employing multiple regression analysis. The results of the research demonstrated that all variables have a positive relationship with the performance of the selected banks.

According to the descriptive analysis, the aggregated mean score and standard deviation of participation in decision-making 3.26 (SD 0.51), indicate that women's participation in decision-making is limited within the selected banks. The information sharing score is 3.28 (SD 0.45), indicating that female employees of the selected banks have a low attitude toward receiving adequate information. When it comes to training & development the score is 3.54. (SD 0.62) the majority of respondents gave moderate replies to training, indicating that the selected banks give some level of training and development. Also, the aggregated mean score and standard deviation of reward and recognition are low with the total mean score of 3.17 and (SD 0.59) indicating that female employees in the selected banks receive little or no appreciation, reward, or recognition. Since, organizational performance and female employee empowerment have a direct relationship, the organization failed to empower the employees,



resulting in a poor aggregated mean score and standard deviation of organizational performance of 3.40. (SD 0.43).

With a significant value of  $p < 0.05$ , the Pearson correlation matrix result demonstrates the existence of a strong positive and significant linear relation between the variables that are utilized to determine one another. Additionally, the results of the regression analysis showed that 0.662, or 66.2%, of the independent variables have explained the dependent variable. Other women empowerment practice variables can account for the remaining 33.8% of the variance.

Finally, the standardized coefficient has also confirmed as,  $p < 0.01$ . We may infer that the result is significant at 99% confidence interval. A unit increase in participation in decision-making will increase organizational performance by 0.221, a unit increase in information sharing will increase organizational performance by 0.228, and a unit increase in training & development will increase organizational performance by 0.203. Also, a unit increase in reward & recognition will result in a 0.183 rise in organizational performance.

## **5.2 Conclusion**

Based on the literature review and survey results, it has been proven that women empowerment operationalized by participation in decision-making, information sharing, training and development, and reward and recognition; has a positive effect on organizational performance. Even though there is a beneficial relationship between women empowerment practice and organizational performance, the selected banks failed to sufficiently empower their female employees, causing the banks' performance to suffer.

## **5.3 Recommendation**

According to the findings, the following suggestions are made;

- Women's participation in decision-making is limited within the selected banks. The banks should take action to ensure that women have full participation in the workplace and have equal access in decision-making. The selected banks should enhance their policies and strategies to encourage women to participate in decision-making. Also, provide female employees mentorship, leadership, and educational opportunities.
- Organizations must increase their access to information for women employees by using different platforms. The selected banks should increase and enhance

information sharing by encouraging and developing such culture, keeping all necessary information accessible, preparing open discussion channels, requesting feedbacks from female employees, and establish goals and values.

- Although the selected banks have implemented a moderate degree of organizational training and development system, the banks should also work to improve women employees' abilities, knowledge, and attitudes by providing adequate training and development and by providing different training platforms and methods, since these will lead to improvement of organizational performance. Finally, even if a system exists, the organization should improve and expand its training and development system.
- The selected banks should provide proper recognition and reward for significant accomplishments by giving financial reward like bonuses, raises and gifts and also by giving recognition through announcing employee of the month or by publicly thanking its female employees. Furthermore, the banks can also use other mechanisms of reward and recognition to empower their female employees.

## **5.4 Theoretical Contribution**

Based on the empirical findings, the following theoretical contributions were made:

- The researcher used multilayer areas from each selected banks; head office, district, and branch offices. This helps to explain women empowerment at different levels and also gives insight for the banking industry regarding how they could improve their performance.
- The study demonstrates the ownership perspective from the side of government ownership and private banks performance in relation to women empowerment practice.
- The study shows that women are one component of organizational performance, and empowerment should be a basic action to improve their performance in the selected banks.
- Furthermore, the research provides direction and a foundation for future researchers who are interested in the same area of study.

## **5.5 Limitations and Future Research Directions**

- Because of time and scope consideration, the researcher chose to study; CBE Africa avenues branch, Abyssinia bank central district, and Enate bank head office. Therefore, other banks and regional branches are excluded from the study. The study might not

exactly reflect the overall population. As a result, future researchers could look into different branches of banks.

- There are other types of organizational empowerment practices, but the researcher focused on just four critical dimensions; decision-making practice, information sharing, training and development, and reward and recognition. As a result, the other practices were left for future researchers to examine.
- Organizational performance is divided into two categories: financial performance and non-financial performance. As a result, the research employs indicators of non-financial performance from employees perspective due to the fact that the financial dimension is over studied. As a result, the financial results were left for future studies.
- The researcher focused on organizational performance from the position of employees. Thus, the information were collected from only organizational employees, so other stakeholders were not included in the study, as a result future researchers may address the issue.
- Furthermore, to have methodological triangulation and address possible gaps when the researcher selected the methodology, the researcher recommends future studies to engage in multiple approaches and data triangulations.

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**APPENDIX 1**  
**Addis Ababa University**  
**College of Business and Economics**  
**Department of Management**  
**MSc International Business**

**Dear Respondents,**

The thesis is being prepared for partial fulfillment of MSc International Business in Management in Addis Ababa University College of Business and Economics. This MSc thesis work is entitled “The effect of women empowerment on organizational performance: Empirical evidence from the banking industry of Ethiopia”.

Since the questionnaire is confidential please do not include your name. It is extremely recommended and expected that you answer each question as honestly and openly as you can. I want to reassure you that your response will be kept confidential and used exclusively for the stated academic purpose.

I sincerely thank for your time and help in advance.

Fikerte Mikrue.

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Phone 251944182325

**Section 1. Demographic data**

Please Use (√) symbol for indicate your answer

1. Age of the respondent

20-30

30-40

40-50

50-60

Above 65

2. Level of Education

- Vocational/technical school
- Diploma
- Degree
- Masters
- PHD

Others. Specify \_\_\_\_\_

3. What is current position of work?

- Officer
- Supervisor
- Middle Management
- Top management
- Other, specify \_\_\_\_\_

4. Work experience?

- 1-5 Years
- 5-10 Years
- 10-15 Years
- 15-20 Years
- Above 20 Years

5. Marital Status of the Respondent?

- Single
- Married
- Divorced
- Widowed

**Section 2. Five point “Likert scale” questions**

Please indicate your level of agreement or disagreement with the following statements concerning women's empowerment. Kindly fill the symbol (√) in the relevant field for your response.

Strongly Disagree    Neutral    Agree    Strongly



		Disagree			Agree	
<b>Participating in decision-making</b>						
<b>1</b>	As a member of this organization, I have a significant amount of power over decisions that impact job.					
<b>2</b>	I am aware of expectations and have decision-making power in reference to my work.					
<b>3</b>	Management directly asks my opinions while making organizational decisions.					
<b>4</b>	When making decisions that will affect my profession, I typically rely on myself and relevant information					
<b>5</b>	My company allowed female employees to participate in decision-making.					
<b>6</b>	I have a big influence on what happens in my department.					
<b>Sharing information</b>						
<b>1</b>	The company informs its employees of the organization's goals, vision, and mission as well as the essential operating					

	procedures.					
2	All female employees have easy access to all information.					
3	Our corporate culture emphasizes the sharing of important information among all employees.					
4	Do you have all of the information you need to complete your tasks.					
5	All relevant information is made available to all engaged female employees in adequate time, allowing them to make informed decisions.					

### **Training and Development**

1	The organizations provide training for their female staff.					
2	Equal access to training and development is available to all employees in my organizations.					
3	Training and development have changed my skills, knowledge, and attitude.					
4	To improve the knowledge and abilities of women employees, the organization has continuous training and development					

	activities.					
5	To improve organizational performance, the company should spend more on programs for women's training and development.					
6	The employee training and development program has helped me overcome problems while performing my duties.					
<b>Reward and recognition</b>						
1	At work, I experience appreciation					
2	I understand fully what needs to be done in order to improve or advance the rewards and recognition for my efforts.					
3	I agree that all employees receive rewards based on the same evaluation.					
4	My organization gives me the adequate recognition for reaching significant goals.					
5	I receive the proper recognition from my manager as well as other leaders.					
6	I consider that I am fairly rewarded for the work that I accomplish.					
<b>Organizational performance</b>						

1	The company constantly looks for ways to improve its services					
2	This company has the ability to attract essential employees					
3	Satisfaction of customers is paramount in this company					
4	Customer disloyalty rate is low in this company					
5	Our customers receive the best products and services when compared to its competitors					
6	This company experiences growth in patronage of its services					
7	The company's profit is on the rise					
8	This company boasts of significant market share amongst its peers					
9	I find meaning in my work, which also benefits the performance of the organization.					
10	Woman employees are encouraged to act quickly in my organization to improve service quality or to address quality issues at work.					

Please put here if you would want to add any more points.

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**Thanks for your Cooperation.**