



EFFECT OF EMPLOYEE EMPOWERMENT ON THE PERFORMANCE OF SELECTED MANUFACTURING ORGANISATIONS IN ENUGU STATE, NIGERIA

ANIECHEBE NNAEMEK, AUGUSTAIN, Department Business Management; Evangel University Akaeze Ebonyi State

AGU, OKORO AGU; Department Business Management; Evangel University Akaeze Ebonyi State

OKOCHA, EBERE REJOICE, Department of Marketing, Evangel University Akaeze Ebonyi State

ABSTRACT

The purpose of this work is focuses on effect of employee empowerment on the performance of selected manufacturing organisations in Enugu State. Specifically the study aimed to pursue the following objectives: to determine the effect of training on productivity in manufacturing organisations, to ascertain the nature of the relationship between proper employee compensation and employee performance and to determine the extent at which employee involvement in decision making influence employee commitment. . The study has a population size of 2835, out from which a sample size of 351 was realized using Taro Yamane's formula at 5% error of tolerance and 95% level of confidence. Instruments used for data collection were primary questionnaires and interview. The total number of 351 copies of the questionnaire were distributed while 320 copies were returned and 31 copies not returned. Survey research design was adopted for the study. Three hypotheses were tested using Pearson product moment correlation coefficient and simple linear regression tools. The findings indicated that training has a significant effect on productivity in manufacturing Organisations ($r = 0.864$; $F = 936.653$; $t = 30.605$; $p < 0.05$). There is a positive relationship between proper employee compensation and employee performance ($r = .798$, $p < .05$). Employee involvement in decision making significantly influences employee commitment ($r = 0.776$; $F = 481.232$; $t = 21.937$; $p < 0.05$). It was concluded that empowerment helps to achieve certain culture and an environment in the organization by increasing organizational effectiveness through developing and deploying competent influence in the human resource. The study recommended that organizations should send their employees on training to reduce their skill deficiencies and improve productivity at a profit

KEYWORDS: Employee empowerment, Training, Employee performance, Employee compensation and Employee involvement in decision making

INTRODUCTION

Employee empowerment dates back to the year 1788 when it was considered a delegation of role in the organization before Grew seconded this idea in 1971 asserting that employee empowerment consists of delegation of authority, legislation power and authority (Fernandez



& Moldogaziev, 2013). Employee empowerment is a strategy and philosophy that enables employees to make decisions about their jobs, own their work and take responsibility for their results as well as serve customers at the level of the organization where the customer interface exists. The concept of employee participation has been a topic for research and of interest to employers for many years. It has taken many different forms, evolving from employee involvement and participative decision-making concepts to the contemporary empowerment perspective. The notion of empowerment involves the workforce being provided with a greater degree of flexibility and more freedom to make decisions relating to work. (Stephen and Tsala, 2012).

Employee empowerment has widely been recognized as an essential contributor to organizational success with many authors observing a direct relationship between the level of employee empowerment and employee performance, employee job satisfaction and employee commitment. Empowering employees enables organizations to be more flexible and responsive and can lead to improvements in both individual and organizational performance. Similarly, it is

maintained that employee empowerment is critical to organizational innovativeness and effectiveness. Employee empowerment is more relevant in today's competitive environment where knowledge workers are more prevalent and organizations are moving towards decentralized, organic type organizational structures Ripley & Ripley (1992) and Spatz (2000) state that empowerment can enhance the responsibilities as well as motivation of employees in their routine work, improve satisfaction level, quality of services, employees loyalty and productivity by giving them self respect that worth a lot and ultimately increases the productivity and quality of products and reduces employee turnover

This means giving the employee an opportunity to execute a task without thinking of putting the organisation in danger. It means therefore that the employee will feel responsible for an action and therefore does his or her best. The employer can also extract information from the employee and share it with the others in a structured way. This can be done by creating forums for harvesting creative ideas from employees as well as through joint organisation suggestion box. Employees can also be empowered by defining for them their roles clearly such that everyone understand what

he or she is expected to do to avoid work conflicts (Ou, et.al, 2010).



Today, employees need freedom of action and decision-making power to fulfill their obligations. Employees look for responsibilities and authority to do their jobs. Meanwhile, organizations are looking to increase their productivity by employees (Quinn & Spereitzer, 1997). One of the valued concepts considered to be important to enable employees achieve high degree of teamwork spirit, self-confidence, innovation and independent thinking is through employee empowerment (Elnaga & Imran, 2014). Organisations should be able to retain, compensate and find employees who are talented to enable the organization achieve its goals and objectives. According to Armstrong (2006) employee involvement in decision creation is the participation of the employee in the judgment making practice of a business

Empowering employees is the long-term process of providing the tools, training and motivate the workers to perform at the optimum level. If an organization is looking for a method to speed processes and still create quality products and services, focus on employee empowerment. According to Armstrong (2000), strategies for managing performance aim at achieving increased organizational effectiveness, better results for individuals and teams and higher levels of skills, competence, commitment and motivation. Employees empowerment play an important role in increasing the organisations performance.

STATEMENT OF THE PROBLEM

Human resource is one of the most critical capital to any organization be it labour or capital intensive. The physical resources such as land, machinery and finance require competent human resources for them to operate effectively and efficiently. Thus, development and success of any organization requires involvement of all its employees as they pursue organizational objectives.

Efficient use of the human resources to enable achieve business success has given rise to employee empowerment and job satisfaction. Most Organizations put employee empowerment programmes in place with aim of creating the link between empowerment and job satisfaction. Organizations implement employee empowerment practices with the aim of overcoming work dissatisfaction and enhance employee commitment. Job satisfaction is the backbone for workers productivity in any organisation because it leads to reduced employee turnover, increase employee commitment and decreased absenteeism



Objectives of the study

The main objective of this study focuses on effect of employee empowerment on the performance of selected manufacturing firms in Enugu state. The study has the following specific objectives to:

- i. determine the effect of training on productivity in the selected manufacturing organisations in Enugu State, Nigeria
- ii. ascertain the nature of the relationship between proper employee compensation and employee performance
- iii. To determine the extent at which employee involvement in decision making influence employee commitment.

RESEARCH QUESTIONS

For this study to accomplish the desired objectives, these research questions were formulated

- i. What is the effect of training on productivity in the selected manufacturing organisations in Enugu State, Nigeria
- ii. What is the nature of the relationship between proper employee compensation and employee performance
- iii. To What extent does employee involvement in decision making influence employee commitment

RESEARCH HYPOTHESES

The following hypotheses were formulated for this study

- i. Training has a significant effect on productivity in the selected manufacturing organisations in Enugu State, Nigeria
- ii. There is a positive relationship between proper employee compensation and employee performance
- iii. Employee involvement in decision making significantly influences employee commitment.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Employee Empowerment

According to Randolph (2000) employee empowerment involves delegation of authority to employees and ensure resources are available to them, provide good working environment and provision of proper tools which lead to high performance of employees. According to



Rita (2011) employee empowerment can be defined as to permit or give chance to employees to be able to make their own decisions. From the manager perspective, employee empowerment can be defined as to enable employees control the implementation of their plan (Littrell, 2007). Heathfield (2007) defines empowerment as process of authorizing an individual to take action, to think, behave and make decisions in autonomous ways.

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Forms of Employee Empowerment

Forms of employee empowerment include training, proper compensation and involvement of employees in decision making.

Training

Training is one of the important activities in which human resource officer can use to manage human resource in the organization. Training is a method that empowers workers to attain skills and knowledge so as to accomplish their responsibilities in effective and efficient manner (Armstrong, 2006). Training also refers to the approaches used to advance skills to employees to perform their job (Dessler, 2008). Training is also used as a tool to increase effectiveness and efficiency of employees in order to increase their performance (Hunsaker & Cook, 2001).

Proper Employee Compensation

Compensation is a method of providing financial worth to workers for the work they accomplish. Payment can be used as a tool to reward performance, hire capable employees and inspire company loyalty by reducing employee turnover. Compensation may comprise of bonuses, basic pay, accommodation allowance, overtime, medical allowance, profit sharing and commissions. A study done by Hay argues out that 20% workers plan to shift their present situations in at least five years. Employee turnover has turned in to a more prominent part of organizational life. The application of employee retention and compensation strategies has seen a substantial growth over the last five years

Employee Involvement in Decision Making

Employee involvement in decision making involves forming an environment in which workers are empowered to create their choices and take actions that are relevant to their jobs. Worker involvement in decision making assists the organization in holding its employees, encourage commitment of employees and also fosters an environment where employees are contributing and motivated. Claydon and Beardwell (2007) define employees' participation as the delivery of power by the managers and owners of organizations to employees of the



organization. It refers to the direct participation of workers in making decisions relating to their work.

THEORITICAL FRAMEWORK

Administrative Management Theory

This theory was advanced by Henry Fayol and James D. Mooney (Waldo, 2006). This theory attempts to find a better and rational way in which an organization can be designed. It advocates for clarity and formality in the administrative structure. It also advocates for division of labour and delegation of powers to various employees based on their designation. The formalization approach asserts that an organization should have a well-structured hierarchy of authority explaining different employee roles and responsibilities. Clarity in administrative lines

determines the flow of power and extent of work expected from an individual. The aspect of division of labour is a reflection of the fact that organizational goal achievement is guided by a clear division of labour to encourage specialization and productivity per given unit. In a nutshell, the administrative theorists viewed productivity improvements using the top-down administration.

Systems Theory

Systems theory is about the nature of the complex systems in nature or society that provide a framework for investigating any group of items that can work together to achieve the desired goal. In this respect we iterate on the organizational performance. The theory asserts that for effective organizational performance then there must be efficient systems to facilitate working together thus improving organizational performance. According to Midgley, (2006), the systems view is a world-view that is based on a relationship of interconnected components that work together as a single unit. In respect to organizational performance achievement; all employees have to work together as a single unit in a system to raise the level of productivity. This theory supports the variable of performance by saying that organizational performance can be improved through improved and creation of an all-inclusive system where employees relate well and therefore increasing the organizational synergy (Midgley, (2006).

Empirical Review

Stephen and Tsala (2012) did a study on the Relationship Between Empowerment And Performance In The City Council Of Nairobi this study sought to establish the extent to



which the City Council of Nairobi (CCN) had put in place employee empowerment programmes and also to determine the relationship between employee empowerment practice and the performance of the City Council of Nairobi. In view of the above, a case study design was deemed appropriate to fulfill the objectives of the study, since data for research was obtained from one organization. The population of interest comprised all the employees of the City Council of Nairobi which was picked owing to the fact that it is the largest local authority in Kenya and is therefore expected to engage in the best human resource practices. A sample of 60 employees, 4 from each of the 15 departments comprised the respondents who were selected randomly. The study used both primary and secondary data. The primary data was collected through a structured questionnaire administered on drop and pick basis. Data on performance as measured by return on assets (ROA) was collected from secondary sources. The analysis was done mainly using descriptive statistics such as mean scores, frequencies and percentages. Pearson product moment correlation technique was used to establish the strength and significance of the relationship between empowerment and performance. Findings of this study reveal that the employee empowerment score in the City Council of Nairobi indicate that the employees are empowered to a large extent. This is demonstrated by an average score of 3.546. The study also found that there is a very strong positive correlation between employee empowerment and performance. The study concluded that employee empowerment had a great positive influence on the performance of the City Council of Nairobi.

Mutoka and Were (2017) did a study on effect of the employee empowerment on performance. Employee empowerment is a concept that has been studied for a very long time and different approaches have been given to this topic. The trends in employment relationships have steered interest in inquiries regarding the relationship between the high performance HR practices such as employee empowerment and organizational performance. The scope of the study of the research was the telecommunication sector of Kenya due to its rapid growth with the case study being Safaricom Limited at Safaricom House in Westlands, Nairobi. The specific objectives for the study was analyzing the effect of decision making on organizational performance; determining the influence of training and development on organizational performance; establishing the effect of employee autonomy on organizational performance; and evaluating the impact of employee information sharing on organizational performance. A descriptive research design was adopted for the study since it allows for a



breadth of observations to be made concerning the phenomenon that is under investigation. The target population was 400 employees working at the branch where a sample size of 200 employees was selected through stratified sampling. The data was collected using questionnaire and administered to the employees who work at the branch. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) Version 20. Both descriptive and inferential statistics were used in the study where the data collected was presented through tables, charts and bar graphs. The study found decision making had positive significant effect on organization performance. The study also found that training and development had positive significant effect on organization performance. The study established employee autonomy had positive significant effect on organization performance. The study established that information sharing had positive significant effect on organization performance. There is need for the management of Safaricom to involve their employees in all aspect of organization decision making. There is need for management to continuously provide their employee skill based training. There is need for the management to give employee autonomy, as increased autonomy should make employees feel a greater responsibility for the outcomes of their work, and therefore have increased work motivation. There is need for the management to enhance and increase information sharing.

Rajalingam, Junaimah and Abdul (2015) examined the impact of empowerment towards organizational performance with the performance appraisal as a mediating role. Research was conducted on a survey data from 200 employees of manufacturing companies operating in Seberang Prai, Penang, Malaysia. The entire respondents were given the questionnaire and responses from the respondent are analyzed. The results of the research were consistent with the Kanter's theory, Implicit theory and Expectancy theory. A self-administered questionnaire was developed using established scale 5. A survey on 200 respondents was conducted in Penang, Malaysia through online survey questionnaire. Statistical Package for the Social Science (SPSS) was used to analyze the data. The finding of this study show that the empowerment tools such as Power, Knowledge, Information Sharing and Rewards does influence the employee's performance. Meanwhile, Performance Appraisal which is the mediating variable was also found to be mediating the relationship between empowerment and employee performance. The findings were limited to include only manufacturing industry in Seberang Prai, Penang which cannot be generalized across the whole Malaysia. It is recommended to include other states in Malaysia for future study. This study provides an in-



depth understanding of the impact of empowerment towards the employees of Penang manufacturing industry. The research findings can be used by manufacturing industry that organizations should empower their workforce and adopt fair appraisal system as such will ensure sustainability in the performance of the workforce

Amir, and Fatemeh,(2014) investigated the impact of empowerment on employees' performance in Standards Office of Tehran. However, the dimensions of empowerment was investigated from psychological perspective and their impact on employees' performance were analyzed. The main objective of this study was the analysis of empowerment impact on employees' performance. The sub-objectives of study were the investigation of psychological aspects of empowerment including selfefficacy sense, the sense of having choice right, effective being sense, sense of meaning fullness of work, and sense of trust in others. Also, this study offered strategies to improve employees' performance by using the empowerment components. Data were collected by using library and questionnaire and were analyzed by descriptive-survey method. The results indicated that the employees in Standards Office of Tehran were ready to implement the empowerment process and the extent of empowerment' psychological components were high between them. There fore, it was suggested that senior managers in Standard Office of Tehran may increase the performance of employees by implementing the process of empowerment. Creating mentally healthy and safe environment, they may also increase the effect of empowerment in employees and develop empowerment.

Gaudreau and Blanchard (2012) did a study on effect of Empowerment on Employees Performance. The effect of empowerment implementation by considering the three factors of delegation, implementation of participating management, encouragement and giving reward and also determination of classification of priority and importance of effect of each factor with employee's performance improvement in Telecommunication Company. The research method has been descriptive and causal comparative and statistical sample under study was 226 people in order to collected data, two questionnaires and existing documents about rate of employee performance were used in two periods of time before and after Empowerment implementation. The tools validity with Content method and their Reliability by Cornbach method coefficients 0.98, 0.95 had been confirmed .In order to analyze the data, Spearman correlation method, Wilcoxon tests method, and multiple regressions, were used. Findings



showed that there is significant difference between rate of employee's performance before and after Empowerment implementing, by the way Empowerment implementing emphasizing the factors, delegation, participating management and encouragement and giving reward cause employee's performance to improve

Minhajul(2016) influence of employee empowerment on employee satisfaction and service quality, and the impact of employee satisfaction on service quality .Empirical Evidence From Financial Enter prizes In Bangladesh . Fourteen dimensions and 52 item statements of employee empowerment, service quality and employee satisfaction have been adopted from previous studies to undertake this study. Data have been gathered following a quantitative survey conducted among a diverse group of employees (N = 240) working in 20 different financial institutions including private banks, leasing and insurance companies in Bangladesh. Several statistical techniques consisting of descriptive analysis, Pearson correlations and regression analysis have been applied using SPSS software to analyze collected data. The results of the statistical analysis reveal that employee satisfaction and service quality significantly depend on employee empowerment, and satisfied employees provide better quality service. The findings of this research have explicit implications for both the employees and the organizations. This study suggests that by empowering employees, an organization can increase the level of employee satisfaction that in consequence upturns service quality

Syed, Muhammad, Naeem and Ahmed (2011) did a study on impact of employee empowerment on job satisfaction: An empirical analysis of Pakistani Service Industry . The purpose of this study is to determine the relationship between employee empowerment and job satisfaction in Pakistani service industry. This study also examined the difference between job satisfaction level of male and female employees. The questionnaire consisting twenty four statements was used for collection of data and was distributed among 200 employees of service industries in Pakistan. SPSS was used for analysis. Results indicate that employee empowerment has positive and significant impact on job satisfaction. The results also confirm a significant difference between male and female employees job satisfaction level. Evidence depicts that male employees are more satisfied from their jobs



METHOD AND MATERIAL

The study was carried out using survey design. Primary data were obtained through the use of interviews, questionnaire and observations while Secondary data were obtained through books, journals, and the internet. The population of the study was 2835 drawn from employees of the selected manufacturing organisations Enugu state in south-east Nigeria, which are Nigerian breweries and Innoson Technical Plc. A sample size of 351 was determined from the population using Taro Yamene's formula for sample size determination method. The instrument used for data collection was questionnaire structured in 5- point Likert scale and validated with content face validity. The reliability test was done using test-retest method. The result gave a reliability coefficient of 0.797, indicating a high internal consistency of the items. Three hundred and Fifty one (351) copies of the questionnaire were distributed and Three hundred and twenty (320) copies returned. The three hypotheses formulated were tested at 0.05 level of significance. Simple linear regression was used to test hypothesis one, and three while hypothesis two was tested using Pearson product moment correlation coefficient. A computer aided Microsoft special package for social science (SPSS) was used to aid analysis.

DATA ANALYSIS AND DISCUSSION

The data obtained from the field were presented and analyzed with descriptive statistics to provide answers for the research questions while the corresponding hypotheses were tested with Pearson's Correlation and Linear regression at 0.05 alpha level.

What is the effect of training on productivity in manufacturing organisations

Table 1: Coded Responses on training on productivity in manufacturing organisations

s/no	Questionnaire items	S.Agree /Agree	Disagree /S.Disagree	Undecided	
		Freq	Freq	Freq	Total (Freq)
1	Training reduce employee deficiency which in longrun increase organisational output	285	15	20	320
2	Training empower employee through increasing productivity	316	2	2	320
	TOTAL	601	17	22	640

Source: fieldwork 2019



Table 1a Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864 ^a	.747	.746	.34577	.133

a. Predictors: (Constant), Training

b. Dependent Variable: Productivity

Table 1b ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.982	1	111.982	936.653	.000 ^b
	Residual	38.018	318	.120		
	Total	150.000	319			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Training

Table 1c Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.101	.042		2.392	.017
	Training	.819	.027	.864	30.605	.000

a. Dependent Variable: Productivity

R = 0.864

R² = 0.747

F = 936.653

T = 30.605

DW = 0.133

Interpretation :

The regression sum of squares (111.982) is greater than the residual sum of squares (38.018), which indicates that more of the variation in the dependent variable was not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.864, indicates that there is positive relationship between training and productivity. R square, the coefficient of determination, shows that 71.2% of the variation in productivity is explained by the model.



With the linear regression model, the error of estimate is low, with a value of about .34577. The Durbin Watson statistics of 0.133, which is not more than 2, indicates there is no autocorrelation. The training coefficient of 0.864 indicates a positive significance between training and productivity, which is statistically significant (with $t = 30.605$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus training has a significant effect on productivity in the selected manufacturing organisations in Enugu State, Nigeria

What is the nature of the relationship between proper employee compensation and employee performance

Table 2: Coded Responses on proper employee compensation and employee performance

s/no	Questionnaire items	S.Agree /Agree	Disagree /S.Disagree	Undecided	
		Freq	Freq	Freq	Total (Freq)
1	Payment can be used as a tool to reward employee performance	290	20	10	320
2	Payment of bonuses and accommodation allowance encourage and influence employees to do their job	300	14	6	320
	TOTAL	590	34	16	640

Source: fieldwork 2019

Table 2a Descriptive Statistics

	Mean	Std. Deviation	N
Proper employee compensation	1.3031	.68021	320
Employee performance	1.1531	.64204	320

Table 2b Correlations



		Proper employee compensation	Employee performance
Proper compensation	Pearson Correlation	1	.798**
	Sig. (2-tailed)		.000
	N	320	320
Employee performance	Pearson Correlation	.798**	1
	Sig. (2-tailed)	.000	
	N	320	320

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

Table (2a) shows the descriptive statistics of the proper employee compensation via, employee performance with a mean response of 1.3031 and std. deviation of .68021 for proper employee compensation and a mean response of 1.1531 and std. deviation of .64204 for employee performance and number of respondents (320). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (2b) is the Pearson correlation coefficient for proper employee compensation via, employee performance. The correlation coefficient shows 0.798. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant positive relationship between proper employee compensation via, employee performance.. ($r = .798$). The computed correlations coefficient is greater than the table value of $r = .195$ with 318 degrees of freedom ($df = n-2$) at alpha level for a two-tailed test ($r = .798, p < .05$). However, since the computed $r = .955$, is greater than the table value of .195 we reject the null hypothesis and conclude that there is a positive relationship between proper employee compensation and employee performance. ($r = .798, P < .05$).

To ascertain the extent at which employee involvement in decision making influence employee commitment



Table 3: Coded Responses employee involvement in decision making and employee commitment

s/no	Questionnaire items	S.Agree /Agree	Disagree /S.Disagree	Undecided	
		Freq	Freq	Freq	Total (Freq)
1	Employee involvement in decision making foster employee satisfaction over their job	310	8	2	320
2	Employees becomes more committed to their job becomes they areinvolve in decision making	300	15	5	320
	TOTAL	610	23	7	640

Source: fieldwork 2019

According to table (3) based on aggregate response 610 (95%) indicated strongly agree, 23(4%) indicated disagree while 7 (1%) indicated undecided. This implies that employee involvement in decision making significantly influence employee commitment.

Table 3a Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.776 ^a	.602	.601	.40878	.166

a. Predictors: (Constant), Employee involvement in decision making

b. Dependent Variable: Employee commitment

Table 3b ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.413	1	80.413	481.232	.000 ^b
	Residual	53.137	318	.167		
	Total	133.550	319			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), Employee involvement in decision making

Table 3c Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.243	.050		4.884	.000
	Employee involvement in decision making	.732	.033	.776	21.937	.000

a. Dependent Variable: Employee commitment



R = 0.776
R² = 0.602
F = 481.232
T = 21.937
DW = 0.166

Interpretation :

The regression sum of squares (84.413) is greater than the residual sum of squares (53.137), which indicates that more of the variation in the dependent variable was not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.776, indicates that there is positive relationship between employee involvement in decision making and employee commitment. R square, the coefficient of determination, shows that 60.2% of the variation in employee commitment is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about .40878. The Durbin Watson statistics of 0.166, which is not more than 2, indicates there is no autocorrelation.

The employee involvement in decision making coefficient of 0.776 indicates a positive significance between employee involvement in decision making and employee commitment, which is statistically significant (with $t = 21.937$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus employee involvement in decision making significantly influences employee commitment.

Summary of Findings

The findings at the end of this study include the following

- i. Training has a significant effect on productivity in the selected manufacturing organisations in Enugu State, Nigeria ($r = 0.864$; $F = 936.653$; $t = 30.605$; $p < 0.05$)
- ii. There is a positive relationship between proper employee compensation and employee performance ($r = .798$, $p < .05$).
- iii. Employee involvement in decision making significantly influence employee commitment ($r = 0.776$; $F = 481.232$; $t = 21.937$; $p < 0.05$)



CONCLUSION

Empowerment helps to achieve certain culture and an environment in organizations by increasing organizational effectiveness through developing and deploying competent influence in the human resource. It denotes the enhanced involvement of employees in the organizational processes and decision-making. All visions and strategies in the organizations need able and empowered personnel. Unfortunately, empowerment is rarely used in the organizations and is less common than other management efforts like teamwork, quality management or inventory control.

RECOMMENDATIONS

Based on the findings of this study and the conclusions drawn there- from, the following recommendations were made

- i. Organizations should send their employees on training in order to reduce their skill deficiency and improve productivity at a profit
- ii. Manufacturing organisations should pay salary to their employees as and at when due so as to motivate them to put their best in the execution of their tasks
- iii. Organizations should always make their employees part of their decision making team, because that will make them to have sense of belonging, as they remember that they are part of the team that made the decision, they become more committed to their job

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