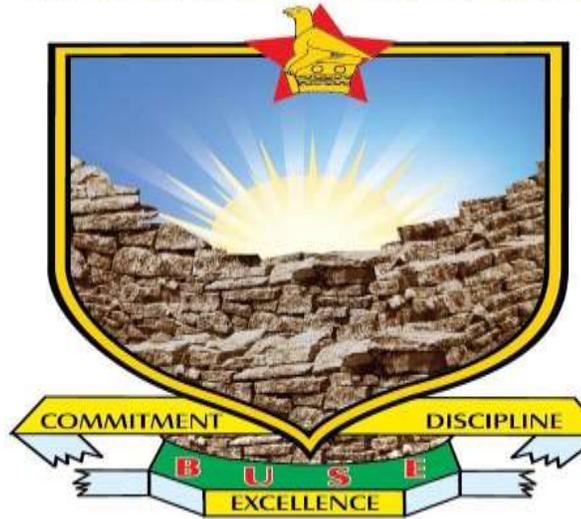


Bindura University of Science Education



**ASSESSING THE IMPACT OF EMPLOYEE EMPOWERMENT STRATEGIES
ON ORGANIZATIONAL PERFORMANCE. A CASE STUDY OF
TELECONTRACT PRIVITE LIMITED COMPANY.**

SUBMITTED BY

B20227B

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF COMMERCE HONOURS DEGREE
IN HUMAN CAPITAL MANAGEMENT OF BINDURA UNIVERSITY OF
SCIENCE EDUCATION FACULTY OF COMMERCE.**

JUNE 2024

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Dissertation title: Assessing the impact of employee empowerment strategies on organizational performance.

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Submitted by Registration number B202227B in partial fulfilment of the requirements of the Bachelor of Commerce (Honours) Degree in Human Capital Management.

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...../...../.....
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DEDICATION

I dedicate this project to my caring and loving family for believing in me and supporting me throughout the past four years. My deepest honor and respect for your continuous encouragement and unending support throughout my educational journey. This achievement would not have been possible without your presence in my life. I also dedicate to the Almighty for the courage and strength.

ACKNOWLEDGEMENTS

My earnest gratitude to God for His insufficient grace towards my life. I also want to extend my gratitude to my amble supervisor for the unwavering and coherent academic guidance that was dear towards my entire learning in the Human resources department. I also want to acknowledge the contributions made by participants for their willingness to provide the necessary when I conducted my research. This study would not have been completed without their assistance. In addition, I sincerely thank my family for their financial support and encouragement through the entire research process. Special mention to the extended family and friends for being my pillar of strength throughout the course of this study. This research paper would not have been possible without all of them. Lastly, I want to thank Bindura University especially the Human Capital Management department for allowing me to attain this academic status, their dedication in teaching me and giving me an opportunity to produce this research paper.

ABSTRACT

Telecontract Private Limited Company (TPLC), have been facing a lot of problems lately and some of the major problems include a decline in production, decline in sales and an increase labor turnover. The marketing department recorded a decrease in sales which also decreased production which was recorded by the production department. The production manager also reported their failure to meet daily targets. It is against these revelations that inspired the researcher to objectively investigate the impacts of employee empowerment strategies on organizational performance using TPLC. There was a sample of 49 people utilized for the study's data collection, which was done through questionnaires and interviews. Tables, pie charts and bar graphs were used to present data . Microsoft excel was used to analyze data. The major findings were, employee empowerment strategies have a positive impact on the organization's performance and the absence of the employee empowerment has a negative impact. Employee empowerment can result on increased employee's motivation therefore increases productivity of a firm. It can as well result in enhanced customer satisfaction and increased flexibility and adaptability. Employee engagement can also foster a culture of innovation and creativity which can result in improved organizational performance. From the research findings, it is evident that the employee engagement strategies at TPLC are giving employees a voice, fostering trust, providing opportunity to growth and encourages autonomy. It can also be concluded that the major factors that hinders implementation of these strategies are lack of leadership support, organizational culture and insufficient training resources. The study also suggested that TPLC must assess organizational readiness and clearly define empowerment so as to implement better employee empowerment strategies. It also recommended the company to provide training and development opportunities to equip employees with necessary skills, knowledge and competences. Finally, the study recommends that a related study must be conducted out in other sectors using qualitative approach and at a wider scale in order to generalize the findings.

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CHAPTER ONE

1.0. INTRODUCTION

This research tries to unearth the connection between employee empowerment strategies on organizational performance. This chapter contains background information about the research that is pertinent to the study, as well as the topic description, study objectives, definitions of essential words, research questions, and study limitations.

1.1. BACKGROUND OF THE STUDY

According to Kanungo (2010), an important topic of research in the fields of organizational behavior and human resource management is the study of how employee empowerment techniques impact organizational performance. Globally, studies have shown that employee empowerment strategies are positively related to organizational performance. A study conducted by Zhang and Kanungo (2010) on the effects of employee empowerment policies on employee performance indicated that employee empowerment was positively related to work performance, job satisfaction, and organizational commitment.

In the United States, there has been a growing recognition among big companies of the importance of employee empowerment in promoting organizational performance. In 2018 Forbes recognized Google as one of the best companies to work for because of their greater value on employee empowerment strategies. Google has implemented a number of employee empowerment strategies, such as allowing employees to spend 20% of their time on personal projects and giving them the freedom to choose their own projects (Thomas & Velthouse, 2019). Similarly, Southwest Airlines has implemented a culture of employee empowerment, which has been linked to the company's success in the highly competitive airline industry (Spreitzer, 2003). According to Zhang & Bartol (2018) employee empowerment strategies attract skilled and committed workers which will have a positive impact on organizational performance.

In Europe, there has also been a recognition of the importance of employee empowerment in promoting organizational performance. Swedish company Spotify, has implemented a culture of employee empowerment, which has been linked to the company's success in the music streaming industry (Eisenberg, 2015). Similarly, the Dutch company Buurtzorg, which provides home care services, has implemented a model of employee empowerment, which has been linked to the company's high levels of employee satisfaction and low turnover rates (Spreitzer et al., 2015).

According to Parker et al. (2010) African companies are also involved in promoting employee empowerment strategies so as to improve organizational performance. One of those companies is MTN Group. MTN Group is a multinational telecommunications company with operations in several African countries. According to their website (2020), MTN is committed to creating a supportive and empowering work environment that encourages innovation and collaboration. They offer a range of training and development opportunities for employees, as well as strategies that enable employees to give feedback and contribute to decision-making processes. Robson (2021) and the company's 2020 Sustainability Report, observed that MTN Group's focus on employee empowerment has helped to create a more engaged and motivated workforce, which has in turn contributed to the company's success.

A study carried out by Geffrey in 2020 on the implementation of employee empowerment strategies in Africa indicated that in West Africa and Central Africa, there is a growing recognition of the importance of employee empowerment in promoting economic development. Safaricom is a Kenyan telecommunications company that has been recognized for its innovative approach to employee engagement and empowerment. According to a case study published by the Harvard Business Review (2016), Safaricom has implemented a range of programs aimed at empowering employees, including a "customer first" program that encourages employees to take ownership of customer service issues and a "mystery shopper" program that allows employees to evaluate and provide feedback on their colleagues' performance.

Kanungo (2010) observed that in Zimbabwe, there is a growing recognition of the importance of employee empowerment in promoting economic development and organizational performance. One big company in Zimbabwe that has taken an approach to employee empowerment is Econet Wireless Zimbabwe, a telecommunications company. According to their website (2022), Econet believes in "putting people first" and has implemented various programs and initiatives aimed at

empowering their employees and creating a positive and supportive work environment. One example of this is Econet's "Leadership Academy," which is aimed at developing the leadership skills of employees at all levels of the organization. The program includes training on topics such as emotional intelligence, change management and customer service, and is designed to help employees take ownership of their work and contribute to the success of the company.

TPLC is one of the companies that is facing employee problems. According to internal sources from the HR department and quarterly reports, motivation levels are low, productivity is falling, a high absenteeism rate, accidents, expensive health care costs, and significant workforce turnover. The Researcher is suspecting that the major cause is poor implementation of employee empowerment strategies. These background disclosures served as the researcher's inspiration for conducting an empirical study using Telecontract Private Limited Company (TPLC) to examine the impact of employee empowerment strategies on organizational performance.

1.2 PROBLEM STATEMENT

TPLC, have been facing a lot of problems lately and some of the major problems include a decline in production, decline in sales, and an increase labor turnover. According to a survey done by the HR department in March 2023, 60% of the employees occupying low level grades that includes grade 1-5 were complaining about having low morale at work, and labor turnover had increased by 12% from the previous quarter. The marketing department recorded a 17% decrease in sales which was also close to the 15% decrease in production as recorded by the production department. The production manager also reported their failure to meet daily targets. It is against these revelations that inspired the researcher to objectively investigate the impacts of employee empowerment strategies on organizational performance using TPLC.

1.3 RESEARCH OBJECTIVES

1. The key research objective is to analyze the impact of Employee empowerment strategies on organizational performance.
2. To identify the major existing employee empowerment strategies at TPLC .

3. To explore the major factors hindering successful implementation of Employee empowerment strategies in the organization.
4. To make recommendations on how TPLC can successfully implement their employee empowerment strategies.

1.4 RESEARCH QUESTIONS

- What is the impact of employee empowerment strategies on organizational performance?
- What are the major existing employee empowerment strategies at TPLC ?
- What are the major factors hindering the successful implementation of employee empowerment strategies in the organization?
- What are some of the recommendations on how can TPLC successfully implement their employee empowerment strategies?

1.5 SIGNIFICANCE OF THE STUDY

1.5.1 To the organization

The study will help the organization in coming up with a model on the impact of employee empowerment on organizational performance. Management will benefit from the results as they will help them identify necessary employee empowerment strategies that can help improve organizational performance.

1.5.2 To the employer

The study will help the employer to identify the most effective employee empowerment strategies for improving organizational performance. Overall, the research on the impact of employee empowerment strategies on organizational performance can help employers understand the potential benefits of employee empowerment.

1.5.3 To Bindura University of Science Education

The study will add to the body of knowledge or data already available to other researchers at Bindura University of Science Education about employee empowerment strategies and organizational performance. The study will be helpful to other researchers since they can utilize its findings as a guide for reference when conducting a study of a similar nature on the impact of employee empowerment strategies on organizational performance.

1.5.4 To the researcher

The researcher learnt a great deal about employee empowerment strategies and how they impact organizational performance. It also helps the researcher to fulfill the requirements of acquiring a Bachelor of Human Capital Management degree.

1.6 LIMITATIONS OF THE STUDY

1.6.1 Time constraint

It was difficult to have enough time of the subject field as much of the time was spent on taking academic modules and also undertaking work related learning. However, the researcher managed to utilize his own time and every second he would get to carry out the research in question.

1.6.2 Availability of Information

The research's scope was restricted by the information's confidentiality because most of the information that was established as confidential, vital and relevant to the research. However, the researcher assured them that the information will be treated with strict confidentiality.

1.6.3 Co-operation

The researcher faced a challenge because of the respondents were unable to understand the area of the study and some were reluctant to provide information. This challenge was mostly experienced with non-managerial employees. However, the researcher took a stand to fully explain the topic area so that all of the staff had a thorough comprehension of it. She also guaranteed that their responses would be kept personal and anonymous, so they did not feel hesitant to participate.

1.7 DELIMITATIONS

The study was carried out at TPLC, where the researcher once worked so she was familiar with the employees hence made it easier to obtain required information. The research is specifically directed to the following departments, Human Resource department, Finance department, Marketing department and production department.

1.8 ASSUMPTIONS

It was assumed that those who would be contacted to take part in focus groups and questionnaires would have sufficient experience and training to deliver reliable information. The researcher was given permission to investigate TPLC .

1.9 DEFINITIONS OF TERMS

1.9.1 Employee

According to Seibert (2011), an employee is an individual who is hired by an employer or an organization to perform specific duties and tasks in exchange for compensation, usually in the form of wages or a salary. The employment relationship typically involves an agreement between the employee and employer, which outlines the rights, responsibilities and expectations of both parties.

1.9.2 Empowerment

Empowerment, according to Rappaport (2015), is a process or tactic that gives people or groups the ability to take charge of their own life, make choices and take action that promotes both professional and personal development. It involves providing individuals with the knowledge, skills, resources and authority necessary to make independent choices and effectively contribute to their own well-being and the betterment of their communities.

1.9.3 Strategy

According to Mintzberg (1998) strategy refers to high-level plan of course of action designed to achieve specific goals or objectives. It involves making choices and allocating resources to

effectively utilize an organization's strengths, mitigate weaknesses, capitalize on opportunities, and address threats in order to achieve a desired outcome.

1.9.4 Employee empowerment (EE)

According to Conger & Kanungo (1988) employee empowerment refers to the process of giving employees greater autonomy, decision-making power, and control over their work environment. This can include providing employees with the resources, information, and support they need to take ownership of their work, make decisions and contribute to the success of the organization.

1.9.5 Employee empowerment strategy (EES)

Armstrong & Taylor (2014) define employee empowerment strategy is a plan or framework for giving employees greater autonomy and decision-making power. This can include a range of programs and initiatives aimed at promoting employee involvement, such as training and development programs, feedback mechanisms and decision-making structures.

1.9.6 Organizational Performance (OP)

According to Richard et al (2004) defined organizational performance as the extent to which an organization achieves its goals and objectives. This can include financial performance, such as profitability and revenue growth, as well as non-financial performance measures, such as customer satisfaction, employee engagement and innovation. Ultimately, organizational performance is a measure of how well an organization is able to create value for its stakeholders, including customers, employees, shareholders, and the wider community.

1.10 CHAPTER SUMMARY

The chapter familiarized with the study's background information, research topic, and problem statement that prompted the study's investigation. Objectives and research questions were also included in this chapter. Significance of this research was also looked upon especially to TPLC, to The Employer and Academics. The next Chapter focuses on Conceptual model literature review, Theoretical framework and the research gap.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter focuses on related literature to the views of authoritative foundations in this part of employee empowerment strategies and their impacts on organizational performance. It covers the theoretical and conceptual frameworks, empirical research as well as theoretical gap informing the area of the study.

2.1 CONCEPTUAL FRAMWORK

Independent variable

Employee empowerment strategies

AUTONOMY

RESPONSIBILTY

TRAINING &
DEVELOPMENT

RECOGNITION

COMMUNICATION

Dependent variable

Organizational Performance

- Increased productivity
- Innovation
- Customer satisfaction

2.2 THEORATICAL FRAMEWORK

2.2.0 Social Exchange Theory (2005)

Social Exchange Theory is a psychological and sociological theory developed by George C. Homans in 1950 (Molm, 2019). It posits that individuals are motivated to engage in social interactions based on the perceived outcomes or rewards they expect to receive and the costs they anticipate. It is based on the following key concepts, reciprocity which suggests that individuals feel obligated to reciprocate when they receive a benefit or favor from someone else, social rewards (pay, recognition and promotions) and costs (time, effort, and stress). Another key concept is comparison level which represents an individual's personal standard or expectation for the outcomes they believe they should receive in a relationship. According to Blau (2019) this theory suggests that when organizations empower employees, it creates a reciprocal relationship where employees feel obligated to contribute positively to the organization. Employee empowerment strategies can be seen as an investment by the organization to foster a positive exchange relationship with employees, leading to increased employee motivation, commitment and discretionary.

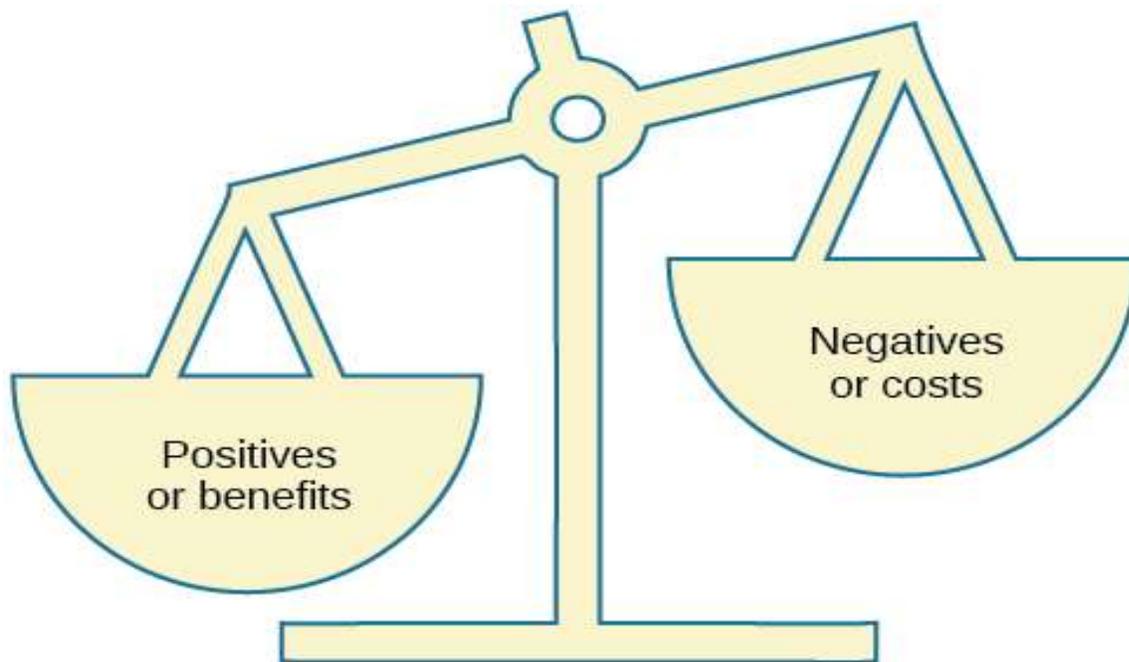


Figure 2.1 Author's model

Source: Author's model

2.2.1 Psychological Empowerment Theory (2008)

Psychological empowerment theory, developed by Kanungo in 2008, focuses on the cognitive and motivational aspects of empowerment. According to this theory, psychological empowerment refers to the perception that individuals have control over their work and the ability to make meaningful contributions. This theory consists of three components (intrapersonal, behavioral, and interactional) that help explain the process and outcomes of empowerment. Intrapersonal component focuses on individual's psychological state and perception of empowerment. The behavioral component of psychological empowerment theory focuses on the actions and behaviors that individuals engage in as a result of feeling empowered. The interactional component of psychological empowerment theory emphasizes the social and contextual factors that influence empowerment. By considering and assessing all the three components of psychological empowerment, organizations can holistically evaluate the impact of their employee empowerment strategies on organizational performance. This comprehensive assessment enables organizations to identify strengths, areas for improvement, and potential barriers to optimizing the benefits of empowerment for both individuals and the organization as whole.

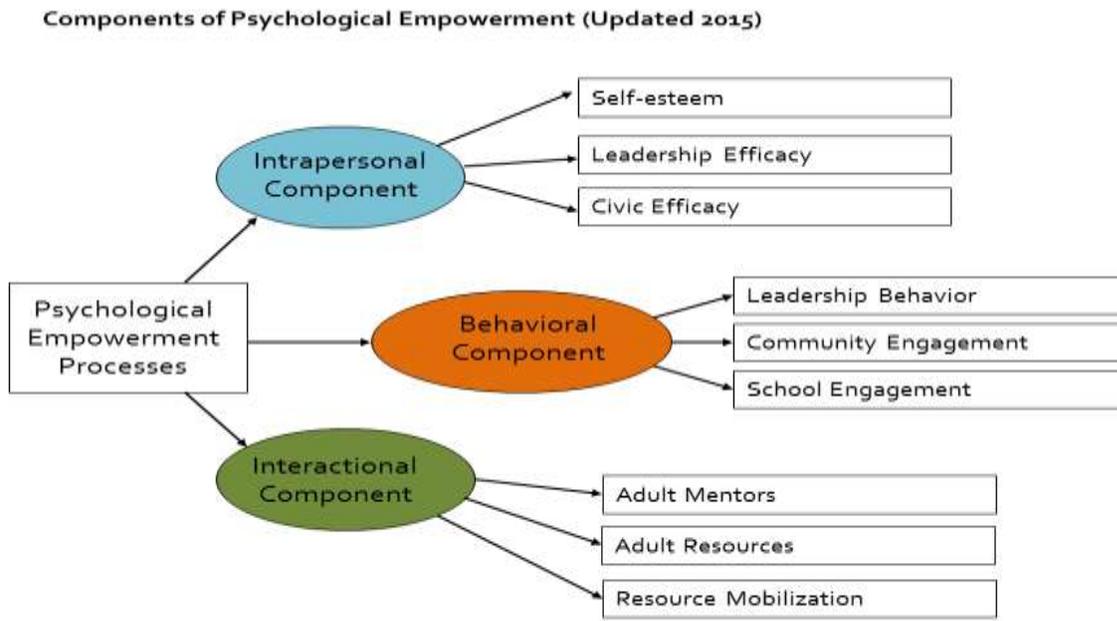


Figure 2.2 Components of Psychological Empowerment

Source: Author's model

2.2.2 IMPACTS OF EMPLOYEE EMPOWERMENT STRATEGIES ON ORGANISATIONAL PERFORMANCE

- **Increased employee motivation:** empowerment strategies provide employees with a sense of ownership and control over their work (Mitchell, 2005). When employees feel empowered, they are more motivated to contribute their best efforts, go beyond their job requirements, and take initiatives which can lead to higher levels of productivity and performance.
- **Enhanced employee engagement:** Employee engagement is higher when they feel empowered (Lawler, 2017). They have a deeper sense of kinship with their assignments, peers, and the objectives of the company. Workers that are engaged are more dedicated, passionate, and eager to put in extra effort, which raises work satisfaction and organizational commitment.
- **Improved decision making and problem solving:** empowerment strategies encourage employees to participate in decision making processes and take responsibility for problem solving (Lawler, 2017). When employees have the authority to make decisions and are encouraged to share their ideas, it fosters a culture of innovation and creativity which can result in improved organizational performance.
- **Increased flexibility and adaptability:** empowered employees are more flexible and adaptable in their work (Lawler, 2017). They are equipped with the skills, autonomy, and confidence to adapt to changing circumstances, make quick decisions, and respond effectively to challenges and opportunities. This flexibility enables the organization to be more agile and responsive in rapidly changing business environment.
- **Enhanced customer satisfaction:** empowerment strategies can have a positive impact on customer satisfaction (Lawler, 2017). When employees feel empowered, they are more likely to take ownership of customer related issues, provide personalized and responsive service, and go the extra mile to meet customer needs. This leads to improved customer satisfaction, loyalty, and ultimately positive business outcomes.
- **Reduced turnover and absenteeism:** empowerment strategies contribute to a positive work environment where employees feel valued and have opportunities for growth and development (Mitchell, 2005). This can result in lower turnover rates employees are more

likely to be satisfied and committed to the organization. Additionally, empowered employees tend to have lower levels of absenteeism as they are more engaged and motivated in their work.

2.2.3 EMPLOYEE EMPOWERMENT STRATEGIES THAT CAN BE ENGAGED BY AN ORGANISATION

- **Delegation of authority:** granting employees the authority and autonomy to make decisions and take ownership of their work (Albrecht et al., 2015). This includes empowering employees to set goals, prioritize tasks and make decisions related to their job responsibilities.
- **Employee involvement and participation:** encouraging employees to actively participate in decision making processes that affect their work (Kiani, 2016). This can involve seeking employee input, involving them in problem solving discussions, and considering their perspectives when making decisions.
- **Skill development and training:** providing employees with opportunities for skill development and training to enhance their capabilities and confidence (Kiani, 2016). This can involve offering workshops, seminars, mentoring programs, or cross-training initiatives that enable employees to broaden their skills and take on new challenges.
- **Recognition and rewards:** establishing systems to recognize and reward employees for their achievements and contributions (Albrecht et al., 2015). This can involve performance-based incentives, appreciation programs, or public recognition to acknowledge and reinforce empowered behaviors.
- **Continuous Learning and growth opportunities:** creating a culture of continuous learning and growth by providing opportunities for employees to expand their knowledge, develop new skills, and pursue career advancement (Kiani, 2016). This can include supporting professional development, offering stretch assignments, or providing mentorship and coaching.
- **Supportive supervision:** fostering supportive and trusting relationships between supervisors and employees (Albrecht et al., 2015). This involves providing guidance, feedback, and support to employees, as well as removing barriers and obstacles that hinder their empowerment.

- **Employee well-being and support:** prioritizing employee wellbeing and providing support systems to address their physical, mental, and emotional needs (Albrecht et al., 2015). This can involve initiatives such as employee assistance programs, or work-life integration support.

2.2.4 FACTORS THAT CAN HINDER SUCCESSFUL IMPLEMENTATION OF EMPLOYEE EMPOWERMENT STRATEGIES IN AN ORGANISATION

- **Lack of leadership support:** leadership support and commitment are crucial for successful implementation (Albrecht et al., 2015). If leaders do not fully endorse or actively support empowerment initiatives, employees may perceive them as mere lip service leading to skepticism and disengagement.
- **Organizational culture:** a culture that is resistant to change or values hierarchical decision making can create barriers to empowerment (Albrecht et al., 2015). If the prevailing organizational culture does not encourage employee participation, autonomy, and shared decision making, employees may face resistance or fear repercussions for taking initiative.
- **Insufficient training and resources:** employees need the necessary skills, knowledge, and resources to effectively contribute to decision making and take on empowered roles (Zhang & Bartol, 2010). Inadequate training, lack of access to information, or limited resources can hinder employees' ability to participate and make informed decisions.
- **Lack of clarity and communication:** unclear expectations, roles, and responsibilities can impede empowerment efforts (Zhang & Bartol, 2010). Employees need clear guidelines and communication regarding the boundaries and scope of their decision-making authority to feel confident and empowered.
- **Fear of failure or punishment:** if employees fear negative consequences such as punishment, blame or loss of job security for making mistakes or taking risks, it deters them from embracing empowerment (Zhang & Bartol, 2010). A psychologically safe environment that encourages learning from failures is crucial for successful empowerment initiatives.
- **Resistance to change:** empowerment often requires a shift in the traditional power dynamics and decision-making processes (Albrecht et al., 2015). Resistance from

employees who are accustomed to more hierarchical structures or fear losing control can hinder the successful implementation of empowerment strategies.

2.2.5 Recommendations to successfully implement employee empowerment strategies in an organisation

- **Clearly define empowerment:** clearly define what empowerment means in your organization's context (Bakker, 2015). Develop a shared understanding of the concept and its implications for employees' roles, responsibilities, and decision-making authority.
- **Leadership commitment:** ensure strong leadership commitment and support for empowerment initiatives (Grant, 2008). Leaders should actively communicate the importance of empowerment, led by example, and provide resources and guidance to facilitate its implementation.
- **Assess organizational readiness:** evaluate the organization's readiness for empowerment by assessing its culture, structures, and systems (Grant, 2008). Identify any barriers or challenges that may hinder the implementation process and develop strategies to address them.
- **Training and development:** provide training and development opportunities to equip employees with the necessary skills, knowledge, and competencies to effectively participate in decision making and take on empowered roles (Grant, 2008). Offer workshops, coaching, and mentoring programs to support their growth.
- **Create supportive structures:** create structures and processes that support empowerment (Bakker, 2015). This includes establishing clear decision-making frameworks, providing access to relevant information and resources, and ensuring that employees have necessary support and guidance to navigate their empowered roles.
- **Celebrate success and recognize efforts:** recognize and celebrate the successes and efforts of empowered employees (Bakker, 2015). Establish recognition programs that acknowledge and reward empowered behaviors, outcomes, and innovate ideas. This reinforces the value of empowerment and motivates employees to continue taking initiative.

2.3 EMPIRICAL EVIDENCE

A similar study was carried by Dr. Helms and Dr. Munyon in 2006, in the state of Kentucky, United States of America. The study examined the relationship between employee empowerment and organizational effectiveness in small businesses in the state of Kentucky. The researchers surveyed a sample of approximately 500 employees from a variety of small businesses, and they analyzed data using two statistical methods namely correlation analysis and structural equation modelling. The researchers found that employee empowerment had a significant impact on organizational effectiveness, which was measured by factors like customer satisfaction, productivity, and financial performance. The study also found that employee empowerment led to increased job satisfaction, organizational commitment, and perceived job performance among employees. These findings suggest that employee empowerment can be a valuable strategy for improving organizational performance.

A study conducted by Lewis, Sheehan, and Wang (2014), examined the relationship between employee empowerment and perceived job satisfaction. The research was carried in United Kingdom with a sample of 1600 employees, and they were surveyed via an online questionnaire. The researchers used quantitative research method and data was analyzed using structural equation model as a statistical analysis model. The study's findings demonstrated a positive correlation between the two, indicating that workers' job satisfaction increased with their sense of empowerment. The researchers also found out that satisfied employees perform better at work which can lead to increased organizational performance.

Another similar study was carried out by Liden (2012) among employees of Chemelil Sugar Company Limited in Nairobi Kenya, on the relationship between employee empowerment and organizational commitment. Just 84 out of the 110 intended respondents in the sample size completed the surveys, or 76% of the total. The study's findings indicated a strong positive correlation between corporate commitment and worker empowerment. When employees felt empowered, they were more likely to be committed to the organization and this is associated with a range of positive outcomes for both employees and the organization.

In research published in 2011, Sundaray explored the impact of employee empowerment on the success of a business in Tanzania's horticultural industry. Correlation analysis results revealed that worker empowerment is statistically significant. According to the study's findings, employee

empowerment has a significant role in determining an organization's effectiveness in Tanzania's horticultural industry.

In another study, Kirkman (2001) looked at the elements that affect and shape employee empowerment within the context of the business, as well as the effects of employee empowerment on organizational performance in a Gauteng insurance brokerage company. Low empowerment had an impact on employees' levels of commitment and motivation, the study found. Low levels of employee empowerment were a result of poor work design, inadequate communication, management style, involvement, and recognition-based incentives.

Employee empowerment was examined in a 2002 study by Schaeufi et al. as a key to unlocking organizational performance in a Zimbabwean public sector company. The results showed low levels of employee empowerment, which led to many employees performing below-averagely. Although efforts were made to boost employee enthusiasm and the working environment, the results were still lacking. Although the business had a number of enduring issues that were well beyond what empowerment could fix, this did not necessarily overshadow empowerment's ability to encourage productive employee behaviors that have a beneficial impact on labor efficiency and production.

Additionally, according to the majority of experts, employee empowerment enhances a person's motivation for their work (Kim et al., 2005). According to (Bradley, 2004), the majority of studies agree that there is a clear link between employee empowerment and performance, and that empowered individuals will produce more effectively. Adding on, because they are content and productively high performers, empowered employees work more than other employees do (Bradley, 2004). Employees who are motivated and content will perform their jobs to the best of their abilities rather than just performing them out of obligation (Ryan and Deci, 2000).

Furthermore, giving employees autonomy and responsibilities can help them feel more empowered with the company, which encourages them to use their skills more effectively. According to Khodov (2003), employees who are given autonomy and responsibilities work hard to complete the tasks they have been given feel more a part of the business. Employees are therefore more likely to be steady, productive, and innovative and to do work of the highest caliber and to the best of their abilities when they feel inspired to do so.

2.4 GAP ANALYSIS

Although employee empowerment is a global issue, not much attention has been paid to Zimbabwean literature in particular. Africa received less attention from popular research on employee empowerment and organizational success, which was conducted in industrialized nations. Another thing to keep in mind is that a number of previous studies weren't specifically limited to private sector companies because the majority of them explored the phenomenon in public organizations and put more of an emphasis on large organizations in big cities while ignoring small organizations in small towns. Therefore, using the TPLC as a case study, this study evaluates the effect of employee engagement on organizational performance in government institutions in order to close this research gap.

2.10 CHAPTER SUMMARY

The theoretical and conceptual underpinnings of the idea of employee empowerment were addressed in this chapter. The literature study also highlighted research gaps, factors impacting employee empowerment, empirical investigations, and the connection between employee empowerment and organizational performance. The procedure for collecting and analyzing data is explained in the following chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The previous chapter's focus was to review the literature related to the study. The main focus of this chapter is the data collection techniques used for the study. Research design, research subjects, research instruments, validity and reliability, data collection methods, ethical concerns, data presentation and data analysis are some of the many research methodology areas it covers.

3.1 RESEARCH APPROACH

The researcher employed a mixed approach towards this investigation which is a combination of qualitative and quantitative research methods. Qualitative research method refers to the method that uses non-numerical data to explore and understand a phenomenon (Creswell, 2014). Quantitative research is a way of collecting and analyzing data in order to understand a phenomenon (Bryman, 2016). The researcher used surveys in the form of questionnaires and interviews to collect data. A survey is a research method that involves collecting information from a group of people by asking them questions. A mixed approach is advantageous to use in research because it allows for a more complete understanding of the research topic, since both types of data can provide valuable insights. It also allows for data triangulation, which is the process of confirming findings through different methods. As a result, the advantages of one are used to compensate for the other's weaknesses.

3.2 RESEARCH DESIGN

Descriptive research approach was used by the researcher to explore and show the relationship between employee empowerment strategies and organizational performance. It is mainly qualitative research that focuses on describing a phenomenon or situation in detail. The goal of a descriptive study design, according to Yin (2017), is to precisely and methodically describe a population, circumstance, or phenomena. It may examine one or more variables using a variety of

research techniques. Because it is efficient at acquiring data related to the research problem, a case study was used to conduct the study.

3.2.1 Case Study

According to Yin (2017) a case study is a type of qualitative research that focuses on an in-depth examination of a single person, group, or event. It typically involves collecting data through interview, observations, and document analysis. The main goal of a case study is to understand the phenomenon being studied in its real-world context. It allows for a detailed examination of specific situation, which can lead to rich insights and a deeper understanding of the research topic. It also provides a more nuanced understanding of the phenomenon being studied, since it looks at real world examples rather than generalizations.

3.3 POPULATION AND SAMPLING

3.3.1 Target population

According to Cooper & Schindler (2016) in research, the target population is the group of individuals that the researcher intends to generalize the findings to. The study was confined to TPLC flexibles sector where the researcher is familiar with. The population was made up of permanent and contract employees from different departments namely, marketing, finance, operations, procurement, Human Resources, and engineering. The total population of the study was 322 employees.

3.3.2 Sampling

Sampling is the process of selecting a subset of individuals from a larger population to participate in a research study (Mason, 2010). A sample of 49 participants from a population of 322 employees was used by the researcher and that constituted 15% of the population. According to Creswell & Creswell (2003) a sample of 10% is considered representative of the whole population. In this case a population of 322 (100%) was represented by a sample of 49 (15%). The researcher increased the sample size to reduce the chances of sampling error which can have an effect on the sample representativeness.

Table 3.1 Sample Breakdown

aTable 3.1 Sample breakdown

Department	Total population	Sample
Marketing	23	4
Finance	8	2
Procurement	12	3
Human Resources	9	2
Operations	253	35
Engineering	17	3
Total	322	49

3.3.3 Sampling Procedure

The researcher used probability sampling, stratified random sampling method to select a sample from the population. Probability sampling makes sure that, every member of the target population has an equal chance of getting into the sample. Stratified random sampling is a probability sampling technique, which involves dividing the population into distinct subgroups or strata based on certain characteristics or variables that are of interest to the study (Kothari, 2004). In order to make sure that the representative of each group, the sampling frame was divided into categories using stratified random sampling. Departments like marketing, finance, procurement, human resources, operations and engineering were used to stratify the target demographic of TPLC. A random sampling procedure was used at each stratum. The division of the population into discrete independent strata helped the researcher to make conclusions about particular subgroups that could have been missed in a more generalized random sample.

3.4 RESEARCH INSTRUMENTS

Secondary and primary data were utilized by the researcher in this study. According to Neuman (2013) primary data is data that is collected directly from the source or participants involved in the

research. While secondary data is data that has been collected and analyzed by someone else usually not for the same purpose as the research under study. The researcher collected data using quantitative and qualitative research tools. Questionnaires, interviewing guidelines, and secondary data sources were utilized to collect data. This ensured data triangulation, as both instruments complemented each other covering the weaknesses of one another with the strengths of the other. As a result, research reliability and validity were also improved.

3.4.1 Questionnaires

Bhandari (2021) defined a questionnaire as a type of survey that consists of a series of questions designed to collect information from a group of people regarding their views, life experiences, or opinions. Questionnaires can be open ended where the questions are broad and can be answered in detail, or closed ended which have questions that are narrow in focus and usually answered with a single word (Cooper and Schindler, 2014). Closed-ended questionnaires were used by the researcher to collect information from respondents. Questionnaires are advantageous in that they are cost effective, as they can be administered electronically or via mail, without the need for face-to-face interaction. Additionally, they did not demand as much work from the respondent, compared to verbal or telephone surveys, and frequently included predefined responses that made data collection easy. In addition, surveys made it possible to swiftly and economically collect a lot of data. Furthermore, because they felt more anonymous, respondents felt free to share their ideas, which reduced the chances of research bias.

3.4.2 Interviews

The researcher used interviews to inquire on the perspectives from the staff regarding how employee empowerment strategies affect organizational performance. According to Bryman (2016) an interview is a data collection method that involves conducting face-to-face or virtual conversations with research participants in order to collect information about their thoughts, feelings, and experiences.

The researcher conducted face to face interviews with 3 supervisors from the operations department and 2 HR officers. Interviews are advantageous in that they are interactive in nature

and they establish a personal connection between the researcher and the participant. This can create a comfortable and trusting environment, encouraging participants to share sensitive or personal information that may not be easily obtained through other research methods.

Interviews also offer flexibility in questioning and probing techniques. Researchers can adapt their questions based on participants' responses, allowing for exploration of new ideas, clarification of concepts, and identification of unanticipated themes or patterns.

On the other hand, interviews have their own drawbacks. The presence of the researcher might have made the interviewees uncomfortable, which made them provide biased information. Additionally, the triangulation process allowed the researcher to overcome any potential drawbacks that using interviews might have.

3.4.3 Secondary Data

Kothari (2004) postulated that secondary data refers to data that has been collected by someone else or for a purpose other than the current research project. To gain a thorough knowledge of the research problem, the researcher examined data from daily sales reports, annual performance financial reports, and HR reports. The primary HR challenges the organization faces and the organizational performance management policy framework were among the topics covered by the secondary data sources, despite some of them having the significant limitation of having been collected for purposes other than this study.

3.5 VALIDITY AND RELIABILITY OF RESEARCH INSTRUMENTS

Validity refers to the extent to which the results accurately measure what they are supposed to measure, while reliability refers to the extent to which the results of a study are consistent and repeatable (DeVellis, 2016). The researcher first carried out a pilot test, interviews with the supervisors and HR officers were also done as part of data triangulation. This entails the use of numerous data sources and procedures to obtain data and it helped to ensure that data is accurate.

3.6 PILOT TESTING

Pilot testing refers to a test that is done to assess the feasibility and effectiveness of a study before it is conducted on a larger scale (Carmines et al., 1998). The researcher first distributed questionnaires to 2 HR officers and 2 supervisors from operations department who participated in the study. Pilot study helped to ensure that the questions were feasible, understandable and will reveal relevant data for this study. After pilot test, the researcher discussed each question with the pilot study participants to determine ease of understanding, clarity, and, and relevance to the study's purpose.

3.7 ETHICAL CONSIDERATIONS

According to Beauchamp & Childress (2009), a balance must be achieved between the pursuit of science through research and ethical considerations from the respondents' rights, such as privacy, confidentiality, safety, and protection. Polit et al (2001) described ethical considerations as the moral principles and values that should be taken into account when conducting research. Informed consent was used by the researcher to help make participants understand the meaning of taking part in the study so that the decision whether to participate or not is theirs. Additionally, confidentiality was upheld, and each respondent received assurances regarding the privacy of the data they provided on the questionnaire. The confidentiality of the respondent names and contact details was maintained through the inclusion of a non-disclosure clause in the cover letter.

3.8 DATA PRESENTATION AND ANALYSIS PROCEDURES

The researcher used Microsoft Excel to analyze data which was collected through self-administered surveys, interviews, and secondary data. Quantitative data was presented in descriptive forms of tables, graphs, pie charts and figures.

3.9 SUMMARY

The methods utilized to gather data for the researcher was covered in this chapter. It covered a wide range of research methodological topics, including research design, research subjects, research instruments and their benefits and drawbacks, validity and reliability, data collection

techniques, ethical considerations, presentation, and analysis. Data presentation, analysis, and interpretation are the main topics of the following chapter.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 INTRODUCTION

The previous chapter focused on different types of research methods used in this study. The present chapter focuses on data presentation, analysis and discussion of the research findings.

4.1 QUESTIONNAIRE ANALYSIS

4.1.1 Response rate

Table 4.1 Percentage response rate for the questionnaire by department

Table 4.1 below displays the percentage response rate for the questionnaire.

Table 4.2 Response rate

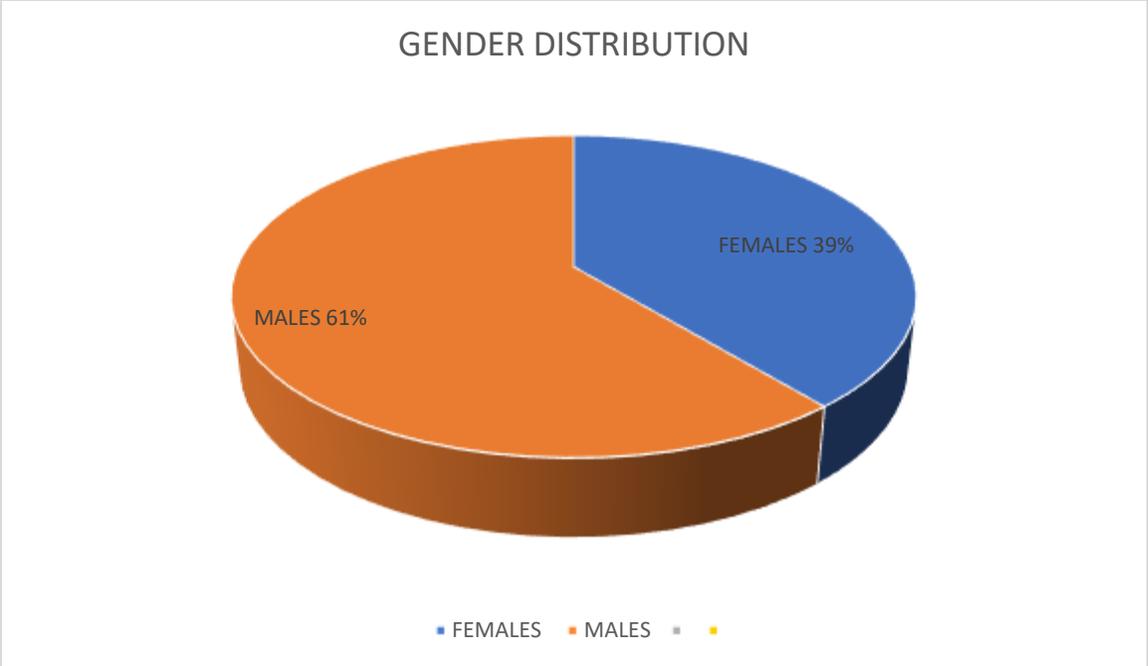
Department	Expected Respondents	Actual Respondents	Percentage response rate %
Marketing	4	3	75
Finance	2	2	100
Procurement	3	3	100
Human Resources	2	2	100
Operations	35	33	94
Engineering	3	3	100
TOTAL	49	46	94

Source: primary data

The above results indicate that 46 participants returned questionnaires out of 49 distributed, this amount to a 94% response rate. Response rate refers to the percentage of people who respond to a survey or questionnaire (Nulty, 2008). There is no universal ideal response rate, it can vary depending on the research context and population being studied. However, in general, a response rate of at least 70% is considered to be good, while a rate of less than 40% may introduce bias into the results (Dillman, 2007). In this research the response rate is 94% which is above the ideal response rate of 70% indicating that the responses obtained are reflective of the opinions and views of employees at TPLC pertaining employee empowerment strategies at the organisation.

4.1.2 Respondents Gender Distribution

The research also determined the gender distribution of the respondents. The figure below shows the findings, (n=46)



Source: Primary data

Figure 4.1 percentage of gender distribution of the respondents

According to what is depicted by the above data, majority of respondents are males constituting 61%. This indicates that TPLC is dominated by male employees than females. According to the

Chronicles (20 July 2020) the research carried by ZimStat indicates that the labor force in Zimbabwe is dominated by males who make up 59% of the total labour-force and the females make 41% of the total labour-force. The above findings shows that the gender inequality in the TPLC labour-force is reflective of the Zimbabwean Labour-force.

4.1.3 Age composition of respondents

The study also established the age composition of the respondents, the figure below shows percentage age composition of the respondents;

(n=46)

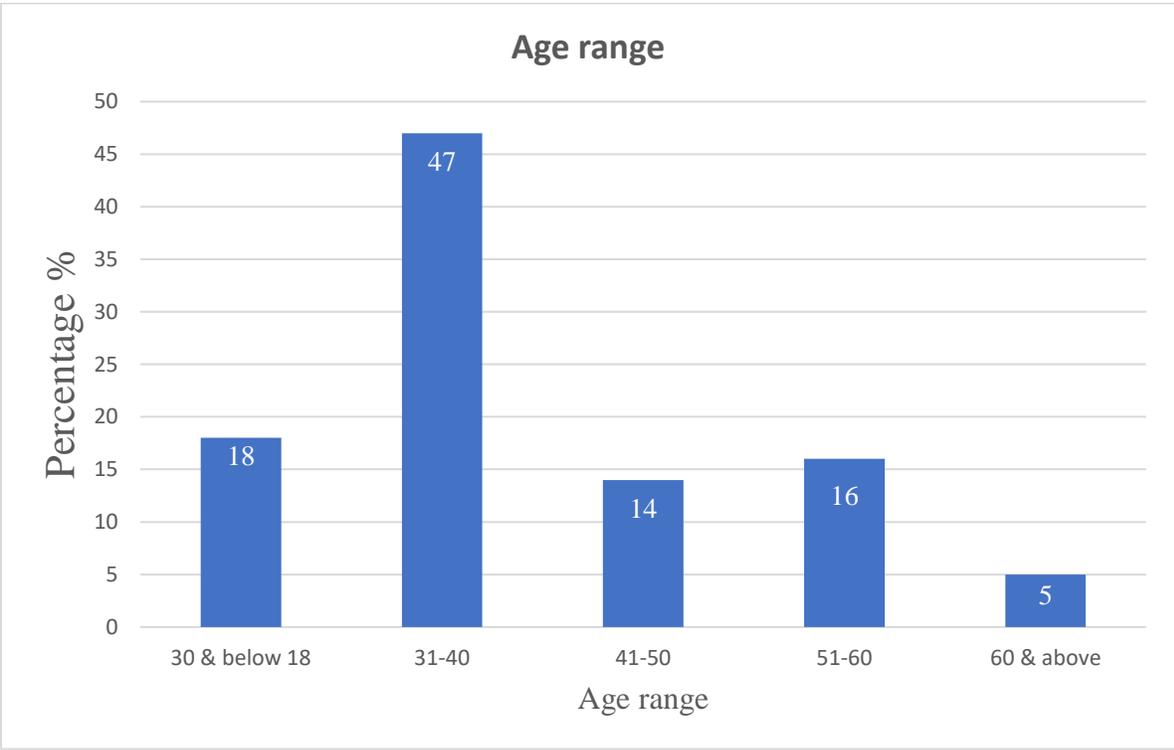


Figure 4.2 Age composition of respondents

Source: Primary data

Results from the most respondents from the data gathered shows that (47%) were ages between 31 to 40 years of age. Each group of age is represented, although the data was dominated by people with 31 to 40 years. McKinsey Global institute carried a study in 2015 which showed that mixing age group can lead to increased productivity, creativity, as well as innovation. The Society for

Human Resource Management in 2013 however found out that young employees possess technical knowledge and skills, while older ones often possess experience and crucial soft skills which can keep the company moving.

4.1.4 Number of years in company

The study ought to bring years which respondents have spent at the organisation.

The responses are below (N=46)

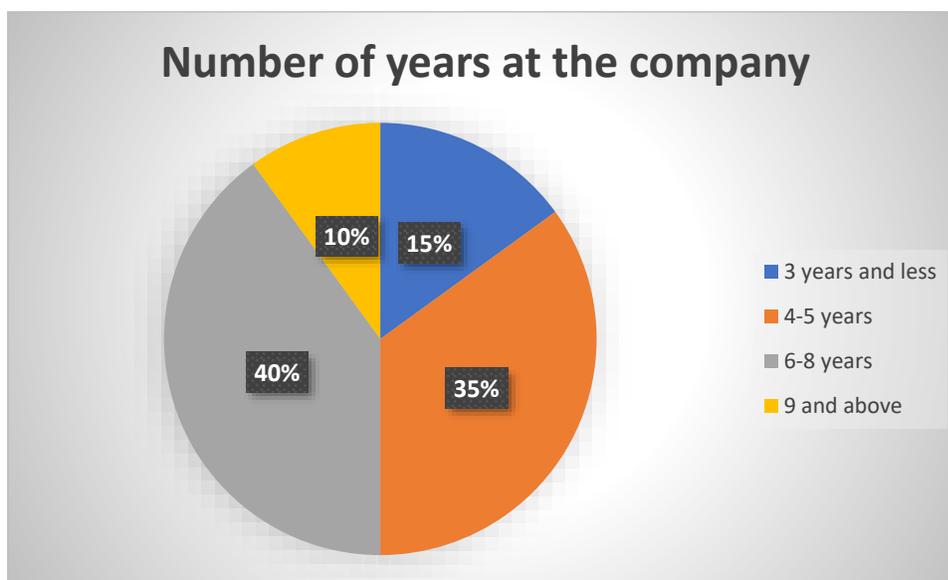


Figure 4.3 Number of years in company

Source: primary source

The findings in figure 4.3 showed that employees with 6 to 8 years had the highest rate of 40%. As emphasized by Flannery (2000), employees gain more experience and expertise in their job during the first five to seven years at the company. Therefore, TPLC is dominated by employees who have 6 to 8 years.

4.1.5 Qualifications

The study aims at obtaining qualifications of respondents. Results are illustrated below.

Table 4.2 Qualifications

bTable 4.3 Qualifications

Level of education	Respondents	Percentages (%)
Diploma	15	33
Degree	18	39
Masters	9	20
PHD	0	0
Other	4	8
Total	46	100

Source: Primary source

From the above results most of the respondents (39%) are holders of degrees in different fields. This shows that the majority of employees at TPLC are qualified and learned. Then this proposes that these persons have completed formal training in various fields, which may contribute to a more trained and productive labour force.

4.2 The impact of employee empowerment strategies on organizational performance. (n=46)

This research objective sought to determine the impact of employee empowerment on employee performance, the results obtained are on the figure below.

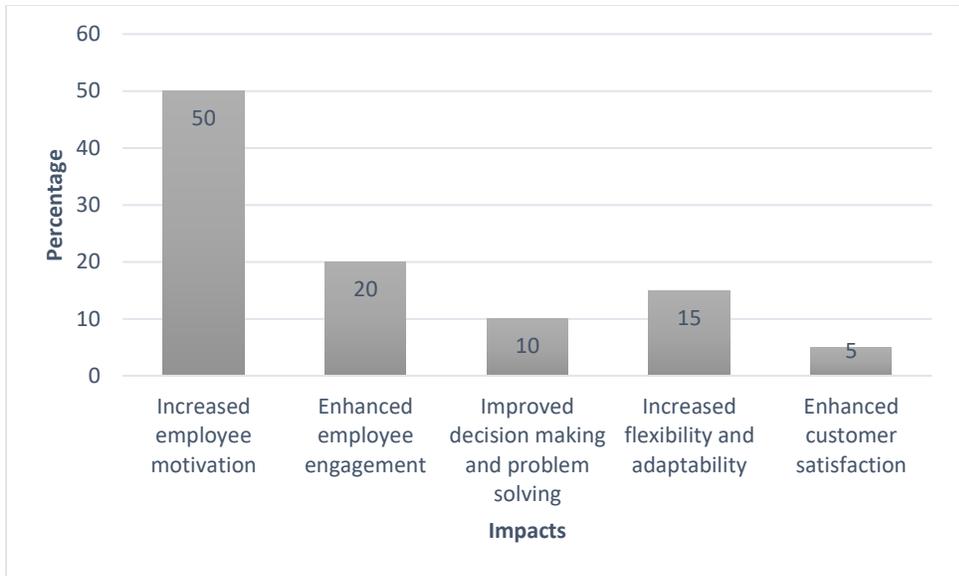


Figure 4.4 Impacts of employee strategies on organizational performance

Basing on the figure 4.4, half of the respondents (50%) showed that employee empowerment strategies on organisation can increase employee’s motivation. This can be evidenced by research by Baiker et al. (2010) which found that wellness programs led to a decrease in absenteeism and an increase in productivity. It can be noted that 20% enhances employee engagement and 15% increases flexibility and adaptability.

4.3 Major employee empowerment strategies.

The question aimed at getting the major employee empowerment strategies at TPLC.

Table 4.4 Major employee empowerment strategies

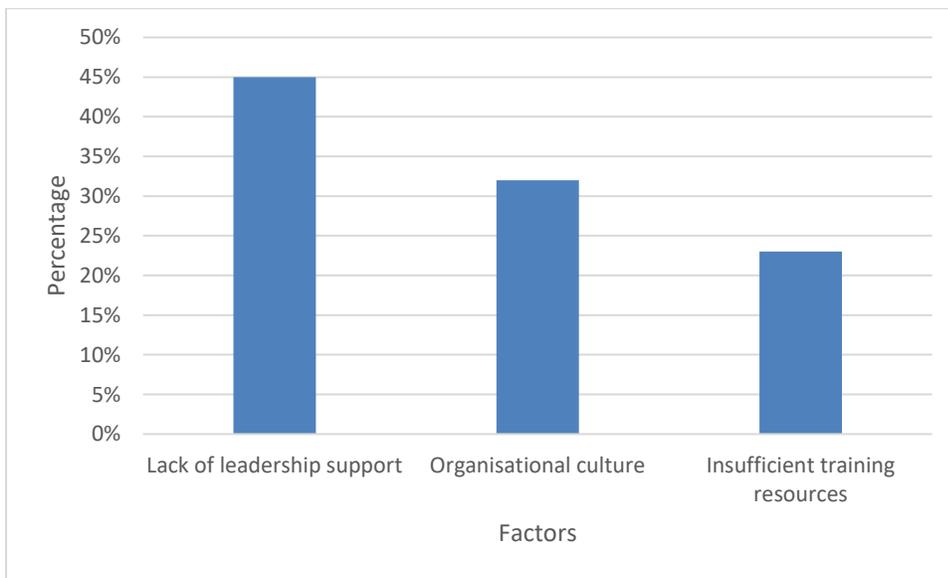
cTable 4.5 Major employee empowerment strategies

	No of respondents	Response rate %
Giving employees a voice	18	39
Fostering trust	8	18
Providing opportunity to growth	13	28
Encourage autonomy	7	15
Total	46	100

Table above shows response rate of people on the major empowerment strategies, the results clearly shows that 39% of the responses agreed that giving employees a voice is one of the major strategy. This can be emphasized by a research done by Zhang (2010) which states that employees can be given a voice to say at an organisation so as to empower them. The data also shows that providing opportunity to grow is another major with response rate of 28%.

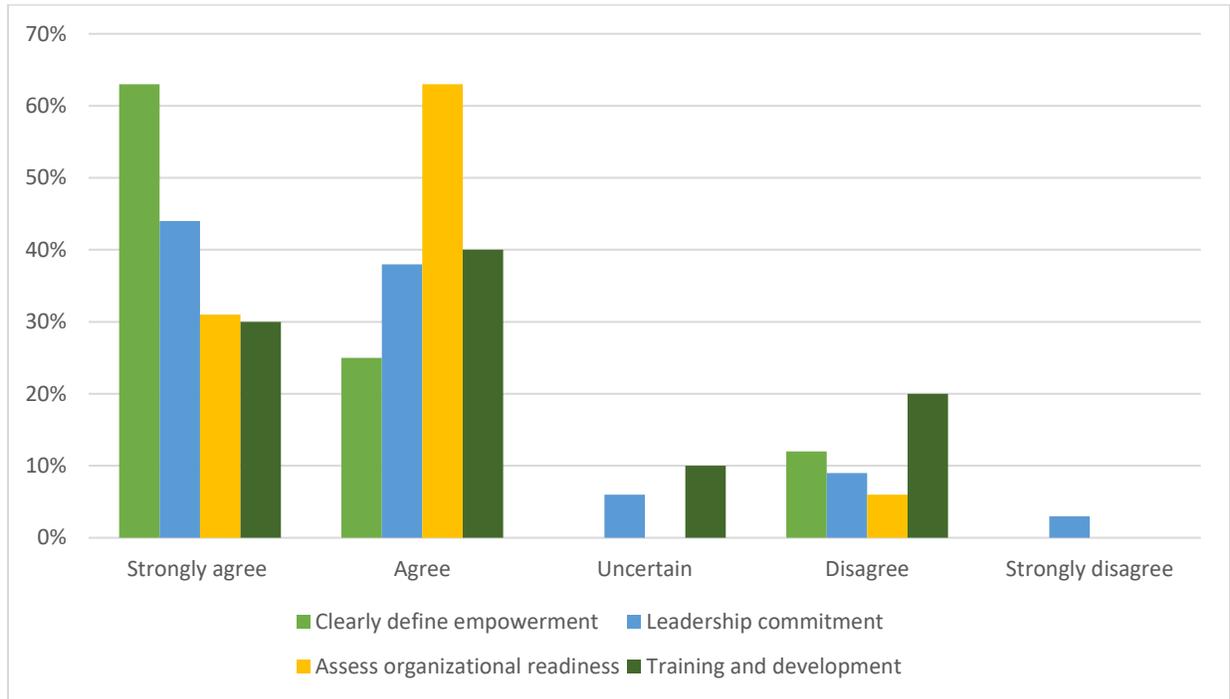
4.4 Major factors hindering the successful implementation of employee empowerment strategies in the organization. (n=46)

Figure 4.5 Factors hindering the successful implementation of employee empowerment strategies



The results in figure 4.5 above implicate that of respondents 45% cited lack of leadership support as the major factor hindering the successful implementation of employee empowerment at TPLC. Although respondents also cited some major factors such organizational culture and insufficient resources. This can be emphasized by research done by Lan (2010) which had a positive result as on the lack of leadership support. Zhang (2005) had the same research which shows that organisational culture and training resources plays a part in constraining on implementation of employee empowerment.

4.5 Recommendations on how TPLC can successfully implement their employee empowerment strategies. (n=46)



Source: Primary source

Figure 4.6 Recommendation on employee empowerment strategies implementation.

4.5.1 Clearly define empowerment

The figure above shows the responses on the clearly defined empowerment as a strategy on employee empowerment. There was a positive response on the question as there was 63% respondents who strongly agree with this view and 25% agreed as well. Zhang (2010) stated that it is as better way for organisations to clearly define the power that is given to employee so that they can execute duties well. However, some people disagreed (12%) with the idea.

4.5.2 Leadership commitment

Figure 4.6 shows the responses on the clearly defined empowerment as a strategy on employee empowerment. There was a positive response on the question as there was 44% respondents who strongly agree with this view and 38% agreed as well. Maynard (2012) mentioned that it is as better way for organisations to give employees leadership commitment so that they can practice

them. However, some people disagreed (12%). The results can be concluded that the responses agreed with leadership commitment as a recommendation and employee empowerment strategies.

4.5.3 Assess organizational readiness

Figure above shows the responses on assessing organisational readiness as a strategy on employee empowerment. There was a positive response on the question as there was 31% respondents who strongly agree with this view and 63% agreed. Maynard (2012) clearly stated that it is as better way for organisations to assess its willingness to partake on empowering employees, so that they will be able to implement it on a good note. However, some people disagreed (6%) with the idea.

4.5.3 Training and development

Figure above shows the responses on the clearly defined empowerment as a strategy on employee empowerment. There was a positive response on the question as there was 30% respondents who strongly agree with this view and 40% agreed. Zhang (2010) homologated that it is as better way for organisations to train and develop its employees so that they can execute duties well. However, some people disagreed (20%) with the idea

4.6 INTERVIEW ANALYSIS ON RESPONSES.

Researcher interviewed three HODs and two supervisors and their responses are analysed. The results were drawn from the summaries on the interviews from these interviewees.

4.6.1 The impact of employee empowerment strategies on organisational performance

Out of the five interviewees three mentioned that empowerment strategies provide employees with a sense of ownership and control over their work, which is self-motivation. Interviewee 2 said that when “employees feel empowered, they are more motivated to contribute their best efforts, go beyond their job requirements, and take initiatives which can lead to higher levels of productivity and performance”. The interview 60% of the interviewees mentioned that empowered employees are more likely to be engaged in their work. They feel a stronger connection to their tasks, colleagues, and the organisation’s goals. Engaged employees are committed, enthusiastic, and willing to invest discretionary effort, leading to higher levels of job satisfaction and organisational commitment.

4.6.2 Major factors hindering the successful implementation of employee empowerment strategies in the organisation.

4 out of 5 interviewees reinforced that leadership should support commitment employees because it is crucial for successful implementation of employee empowerment strategy, if not taken seriously it can hinder the implementation of the strategy. Interviewee 1 said, “If leaders do not fully endorse or actively support empowerment initiatives, employees may perceive them as mere lip service, leading to scepticism and disengagement.” All of the people interviewed mentioned that a culture that is resistant to change or values hierarchical decision making can create barriers to empowerment. If the prevailing organisational culture does not encourage employee participation, autonomy, and shared decision making, employees may face resistance or fear repercussions for taking initiative.

4.6.3 Major employee empowerment strategies.

Majority of respondents (100%) cited that granting employees the authority and autonomy to make decisions and take ownership of their work. This includes empowering employees to set goals, prioritize tasks, and make decisions related to their job responsibilities. They also mentioned that encouraging employees to actively participate in decision making processes that affect their work. This can involve seeking employee input, involving them in problem solving discussions, and considering their perspectives when making decisions. Lastly, they gave a view that providing employees with opportunities for skill development and training to enhance their capabilities and confidence. This can involve offering workshops, seminars, mentoring programs, or cross-training initiatives that enable employees to broaden their skills and take on new challenges.

4.7 CHAPTER SUMMARY

The presenting of data, its interpretation, and a discussion of the research findings were the chapter's main topics. The study's summary, results, and recommendations are covered in the next chapter

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter will discuss the research overview, conclusions obtained on the research, recommendations as well as suggestions for further research.

5.2 SUMMARY OF FINDINGS

The main thrust of the research was to assess the impacts of employee empowerment strategies on organisational performance. Other objectives were to identify the major existing employee empowerment strategies at TPLC, to explore the major factors hindering successful implementation of employee empowerment strategies in the organisation and to make recommendations on how TPLC can successfully implement their employee empowerment strategies.

The study under ought to analyze and assess the impacts of employee empowerment strategies on organisational performance. The results vividly showed that there is a positive impact on the employee empowerment and organisational performance and also that employee empowerment strategies on organisations can increase employee's motivation therefore increasing productivity of a firm. It can as well be derived from the data results that employee empowerment can have a positive impact on organisational performance positively when there will be enhanced customer satisfaction.

The second objective sought to identify the major existing employee empowerment strategies at TPLC. The research unveiled that granting employees the authority and autonomy to make decisions and take ownership of their work. The results also shows TPLC encourage its employees to actively participate in decision making processes that affect their work. This can involve seeking employee input, involving them in problem solving discussions, and considering their perspectives

when making decisions. Another strategy is that the company provides employees with opportunities for skill development and training to enhance their capabilities and confidence.

The third objective aimed at assessing factors that can hinder successful implementation of employee empowerment strategies in an organisation. The results at TPLC shows that, leadership support and commitment are crucial for successful implementation. If leaders do not fully endorse or actively support empowerment initiatives, employees may perceive them as mere lip service, leading to skepticism and disengagement. Another constrain is culture that is resistant to change or values hierarchical decision making can create barriers to empowerment.

Fourth objective was recommendations to successfully implement employee empowerment strategies in an organisation. Clear definition of what empowerment means in an organisation's context. Develop a shared understanding of the concept and its implications for employees' roles, responsibilities, and decision-making authority. Leadership commitment; ensure strong leadership commitment and support for empowerment initiatives. Leaders should actively communicate the importance of empowerment, led by example, and provide resources and guidance to facilitate its implementation.

5.2 CONCLUSIONS

Therefore, the main objective of the research was to assess the impacts of employee empowerment strategies on organisational performance. It was concluded that employee empowerment strategies have a positive impact on the organisation's performance and the absence of the employee empowerment has a negative impact. Employee empowerment can result on increased employee's motivation therefore increases productivity of a firm. It can as well result in enhanced customer satisfaction and increased flexibility and adaptability. Employee engagement can also foster a culture of innovation and creativity which can result in improved organisational performance.

From the research findings, it is evident that the employee engagement strategies at TPLC are giving employees a voice, fostering trust, providing opportunity to growth and encourage autonomy. It can also be concluded that the major factors that hinders implementation of these strategies are lack of leadership support, organisational culture, and insufficient training resources.

TPLC can do training and development, assess organisational readiness and clearly define empowerment so as to implement better employee empowerment strategies.

5.3 RECOMMENDATIONS

Given that the study outcomes unveiled that employee empowerment improve organisation's performance, and failure to provide suitable employee empowerment strategies result in a poor employee performance. Therefore the writer recommends that for the company to have better performance it has to follow the following possible recommendations:

The company has to provide training and development opportunities to equip employees with the necessary skills, knowledge, and competencies to effectively participate in decision making and take on empowered roles.

They have to create structures and processes that support empowerment. This includes establishing clear decision-making frameworks, providing access to relevant information and resources, and ensuring that employees have necessary support and guidance to navigate their empowered roles.

The board have to recognize and celebrate the successes and efforts of empowered employees. Establish recognition programs that acknowledge and reward empowered behaviors, outcomes, and innovate ideas. This reinforces the value of empowerment and motivates employees to continue taking initiative.

TPLC has to create a strong evaluation mechanism in order to increase the overall efficacy of employee empowerment within the company. Evaluation of the effectiveness of the strategies may be done by collecting feedback from employees and measuring outcomes.

5.4 AREA FOR FURTHER STUDY

The research was focused on employee empowerment of one sector of the industry. Therefore, the researcher recommends that a related study must be conducted out in other sectors using qualitative approach and at a wider scale in order to generalize the findings.

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APPENDIX I : COVER LETTER

REQUEST FOR CARRYING OUT RESEARCH

Bindura University of Science Education

Private Bag 1020

Bindura

18 September 2023

Telecontract Pvt Ltd Company

PO Box 624

Borrowdale

Harare

Dear sir/Madam

REF: REQUEST FOR PERMISSION TO CARRY OUT A RESEARCH AT YOUR ORGANIZATION

I am a 4th year student at Bindura University of Science Education, studying towards attaining a Bachelor of Human Capital Management Honours Degree. In fulfilment of my studies, I am required to carry out a research project. I am therefore kindly seeking permission to carry out research at your organization entitled: **Assessing the impact of employee empowerment strategies on organizational performance.**

Be assured that the information will be strictly and specifically used for academic purposes and shall be treated with confidentiality.

Yours Faithfully

B202227B



APPENDIX 2 : COVER LETTER FOR QUESTIONNAIRE
QUESTIONNAIRE FOR RESPONDENTS

I am a final year student at Bindura University Of Science Education and I'm currently studying towards a Bachelor of Commerce (Honours) Degree in Human Capital Management. I'm carrying out a research in partial fulfilment of my studies. My research topic is titled, "**ASSESSING THE IMPACT OF EMPLOYEE EMPOWERMENT STRATEGIES ON ORGANIZATIONAL PERFORMANCE.**" I kindly ask for your assistance in the research by responding to questions here in by ticking in an appropriate box or completing in the spaces provided. The information gathered will be treated with utmost confidentiality and will be exclusively for academic purposes. No one will be victimized a result of expressing their views through the completion of the questionnaire.

Guidelines

1. Select the appropriate answer on each question.
2. Do not choose more than 1 answer on each question
3. Indicate by ticking in the appropriate box

Section A:

Social and demographic data

1. Gender:	Female	<input type="checkbox"/>
	Male	<input type="checkbox"/>
2. Age:		
	30 and below	<input type="checkbox"/>
	31-40	<input type="checkbox"/>
	41- 50	<input type="checkbox"/>
	51- 60	<input type="checkbox"/>
	61 and above	<input type="checkbox"/>

3. Employment duration:

2years and less	<input type="checkbox"/>
3-5 years 6-8 years	<input type="checkbox"/>
9 years and above	<input type="checkbox"/>

4. What is your highest educational qualification that you obtained?

'O' Level	<input type="checkbox"/>
'A' Level	<input type="checkbox"/>
Certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Undergraduate Post graduate	<input type="checkbox"/>
Masters	<input type="checkbox"/>

5. What is the impact of employee empowerment strategies on organisational performance?

	Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
Increased employee motivation	<input type="checkbox"/>				
Enhanced employee engagement	<input type="checkbox"/>				
Improved decision making and problem solving	<input type="checkbox"/>				

Increased flexibility and adaptability	<input type="checkbox"/>				
Enhanced customer satisfaction	<input type="checkbox"/>				

6. What are the major existing employee empowerment strategies at TPLC?

	Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
Giving employee voice	<input type="checkbox"/>				
Fostering trust	<input type="checkbox"/>				
Providing opportunity to growth	<input type="checkbox"/>				
Encourage autonomy	<input type="checkbox"/>				

7. What are the major factors hindering the successful implementation of employee empowerment strategies in the organization?

- Insufficient training resources
- Organisational culture
- Lack of leadership sup

8. What are some of the recommendations on how TPLC can successfully implement their employee empowerment strategies?

	Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
Clearly define empowerment	<input type="checkbox"/>				
Leadership commitment	<input type="checkbox"/>				
Assess organisational readiness	<input type="checkbox"/>				
Training and development	<input type="checkbox"/>				

APPENDIX 3

Interview Guide

Impacts of employee empowerment strategies on organisational performance

1. What is the impact of employee empowerment strategies on organisational performance?
2. What are the major existing employee empowerment strategies at TPLC?
3. What are the major factors hindering the successful implementation of employee empowerment strategies in the organisation?

What are some of the recommendations on how TPLC can successfully implement their employee empowerment strategies?.

APPENDIX 4

B202227B CHAPTER 1 TO 5.docx			
ORIGINALITY REPORT			
6%	6%	0%	2%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	elibrary.buse.ac.zw:8080 Internet Source		3%
2	fastercapital.com Internet Source		2%
3	Submitted to Midlands State University Student Paper		1%
4	liboasis.buse.ac.zw:8080 Internet Source		1%
5	Submitted to Mancosa Student Paper		1%