

**EFFECT OF EMPLOYEE EMPOWERMENT ON EMPLOYEE PRODUCTIVITY
(A STUDY OF PLANT BOTTLING COMPANY LIMITED, LAGOS STATE)**

BY

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ND/23/BAM/PT/0249

**BEING RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION & MANAGEMENT, INSTITUTE OF FINANCE AND
MANAGEMENT STUDIES KWARA STATE POLYTECHNIC, ILORIN, NIGERIA.**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
NATIONAL DIPLOMA IN BUSINESS ADMINISTRATION & MANAGEMENT**

JUNE, 2025.

CERTIFICATION

This is to certify that this project has been read and approved having met the requirement of Business Administration & Management in the Institute Finance and Management Studies, Kwara State Polytechnic, Ilorin, for the award of National Diploma (ND).

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DEDICATION

This research work is dedicated to Almighty God and my children for their support throughout this programme.

ACKNOWLEDGEMENT

I returned all glory, adoration, praise to almighty God, the one who is the same yesterday, today and forever, the beginning and the end of my Life that gave me the grace and opportunity and also count me among the living soul to write this project successfully.

My sincere gratitude also goes to my parents. Mr. and Mrs. Uzorka, for the financial, moral support during the course of my ND programme. May God keep you to eat the fruits of your labour.

Also, sincere gratitude goes to my able supervisor in the person of MR KUDABO, M.I, for taking his time to go through my manuscript for a constructive critic. He contributed effectively and efficiently to the completion of this project.

GOD BLESS YOU ALL

ABSTRACT

The main objective of the study was to assess the effect of employee empowerment on employee productivity at planet bottling company limited, Lagos State. The specific objectives of the study were to determine the outcome of training given to employee, examine the effect of employee involvement on employee productivity and assess the impact of employee incentives on employee productivity. Chi-Square test of independence was used to test the hypotheses. The p-value of 0.05 was considered statistically significant. The design of the study was descriptive and incorporated primary and secondary sources of data. The research targeted a population of all full-time employees at plant bottling company limited and out of 100 questionnaires that were self-administered, 80 were answered representing 80% response rate. Purposive sampling method was used in order to reach key respondents with relevant information on matters of employee empowerment on employee performance at the organization. The findings revealed that employees were constantly trained in skill development. The organization encouraged skill development, and there was a training policy in place for employees' empowerment. The organization encouraged self-sponsorship training for employees' empowerment. Supervisors delegated responsibilities and authority to subordinates. The study concluded that employee empowerment practices have an impact on employee performance in today's global business at plant bottling company, limited. There is a great desire on the part of the employees to play an active role in organization activities and as such every effort should be made to accommodate employees' involvement views. Therefore, the study recommends that employee empowerment practices should be supported by both top and middle level management at the organization as this will improve employees' performance tremendously.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In this 21st century, many organizations have evolved on how they conduct their operations and treat their employees. In this era and age, employees are considered as assets for the organization and therefore an organization cannot survive without capitalizing on the skills of various employees. Employee empowerment can possibly be considered as an effective strategy for an organization to use to stay competitive in the industry.

Many companies might not realize the fact that the progress of any organization begins with the kind of employees it has and hence the need for every organization to pay attention on how much the employees are willing to go an extra mile.

It may be notably said that employee empowerment has substantially been identified by different researchers as an effective way of improving employee morale and re-align employees' job duties into more efficient tasks (Busara, 2016). Empowered employee groups are encouraged to create their own structure so that the team can feel comfortable in the way it works and increase productivity. The manager monitors the team performance but only interferes if necessary. The structure that the team has created on its own dictates how the team processes information and how the team efficiently executes its duties (Robbins, 2005).

Employee empowerment has become both a forethought and driving force in effective organizations to achieve goals and objectives. Different methods/ incentives and rewards have been used to achieve employee empowerment in many organizations. This is so because a number of organizations believe that through employee empowerment, employees could be motivated and contribute effectively to the wellbeing of the organization in the long run. This statement is yet to

be proved as no conclusive research has been done to determine the effect of employee empowerment on employee productivity. The main problem with employee management is the degree of employee involvement and participation which includes decision making.

According to Robbins (2005), a work team can avoid the scrutiny of the company if it continually performs above company expectations, and without incident. To do that, the group develops ways to motivate itself and develops methods for staying efficient. For example, team members will often take it upon themselves to remind the rest of the group of the benefits of high productivity, including pay rises and management recognition. An empowered group takes on the task of cross-training each of the members to do the basics of each other's jobs. This way, if a team member is ever out ill, the team can still be productive, and this is part of empowerment as there is continuity in terms of operation in the organization. As much as employee empowerment can be relative, it is clear to state that in an organization's progression to survive and to remain competitive should always ensure that all the cost of production which includes human capital are available are rightly distributed to different cost centers in the strategic business units of the organization. This gives the organization have a competitive edge and advantage on the ever-changing industrial competition in the market.

Beardwell (2004), explains that empowerment is a concept that gained immense popularity in the 1990s, and looks set to continue as a popular organizational initiative in the twenty-first century. It is a managerial ideology as well as being used with other initiatives and strategies such as Total Quality Management (TQM) and the learning organization. It is strongly associated with culture change initiatives, delayering and restructuring, and usually involves devolving power and responsibilities to teams at workplace or customer level.

1.2 Problem Statement

The performance of employees in some organization in Nigeria has attracted concern and attention of senior management and key shareholders including some management employees. While Senior Management has taken several measures to improve employee performance and boost the performance of some organization there seem to be no meaningful positive response from the general workforce. Observations made by the researcher indicates that there is generally a lack of commitment to duty, lack of enthusiasm to the implementation of programs, uncooperative attitudes from employees especially junior employees who appeared not interested in work, fault findings by junior staff of senior management on all operative as well as strategic decisions, increased tardiness and absenteeism exhibited by junior staff in almost all Departments of the institution, staff conflicts and competitions on material and financial resources, high staff turnover, jealousy and gossip among fellow staff members, deadly silence at Staff General Meetings even when critical issues are under discussions and complaints about seemingly small matters that do not deserve much attention. On the other hand, customers have also complained about failure by some organization to fund empowerment programs that are meant to uplift the living standards of the poor in society.

1.3 Objectives of the study

The main objective of the study was to assess the impact of employee empowerment on employee productivity. The specific objectives of the study were as follows;

- I. To examine the effect of employee involvement on employee productivity.
- II. To investigate the impact of employee incentives on employee productivity

1.4 Research questions

- I. What effect does employee involvement has on employee productivity?

II. What is the impact of employee incentives on employee productivity?

1.5 Research hypotheses

H0₁: Employee involvement has no significant effect on employee productivity

H0₂: Employee incentives have no significant impact on employee productivity

1.6 Significance of study

The findings of this study would benefit the plant bottling company, limited as it will help management realize the effect of employee empowerment on employee productivity and be able to assess the organization's performance. It is with high hope that the executive management at the organization will take advantage of the findings of this study and apply them in the organization in trying to achieve the maximum potential of employee productivity. The understanding of the concept of empowerment would help to also significantly enhance the team performance of employees at the organization. Not to forget the fact that knowing the implementation of employee empowerment is cardinal as it highlighted the elements an organization can use as tools for employee empowerment.

The findings will also help future researchers conducting similar studies, as the findings will be used as reference points. Employee empowerment is a philosophy that is broad associated with different benefits and other disadvantages for an organization. Through this study, the underlying principle of employee empowerment will be highlighted which gives the employees the freedom, flexibility, and power to make decisions and solve problems. This leaves an employee feeling energized, capable, and determined to make the organization successful. As a result of these management practices, quality of work increases, employee satisfaction increases, collaboration increases, employee performance rises, and organizational costs decrease (Robbins, 2005). All

these benefits enable an organization to achieve a competitive advantage and to strengthen its bottom line and stay competitive.

1.7 Definition of Key terms

Empowerment – This means giving power, not just to do things but also to participate in major decisions and to be more as a partner in an organization

Employee - An *employee* is an individual who was hired by an employer to do a specific job. Furthermore, an employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties

Productivity – This is defined as the efficient use of resources, labour, capital, land, materials, energy, information, in the production of various goods and services

Performance - Performance is degree of accomplishment of the tasks that make up an employee job. It reflects how well an employee is fulfilling the requirements of a job (Byars and Rue 2000). Armstrong (2006) defined performance in output terms as the achievement of quantified objectives and how these objectives are achieved.

Employee Empowerment (EE) - "Employee empowerment" is a term that is used to express the ways in which non-managerial staff members can make decisions without consulting their bosses or managers.

Employee Productivity

Employee performance is about employees achieving the results, goals or standards as per the expectations set by the organization. Employees are rated on how well they do their jobs compared to the performance standards set.

Employee involvement - A term to describe the wide variety of schemes in which employees can be involved in their work situation.

Organization - social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities

Organization performance – This can be defined as the outcomes of work input of employee because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contributions. In this context of study, it is will be defined as the extent to which an organization is capable to meet established quality, cost and time objectives.

CHAPTER TWO

Literature Review

2.1 Conceptual review

2.1.1 Concept of Employee empowerment

The concepts for this study as highlighted above are employee empowerment and employee productivity. Employee empowerment includes involving employees in the operations of the organization. According to MBAZ Module 514 (2015), employee involvement is a philosophy practiced by companies that give their employees an opportunity to be involved in decisions that directly affect their jobs.

Many scholars have researched and defined empowerment differently and aligned the need for introducing empowerment in organization. Kimolo (2013), highlights that empowerment in the recent years has become a significant topic in the management system of many organizations. Management in many organizations is encouraging their employees to give enough freedom in their work as it enables them to apply the full potential and ability to carry out the overall aims of the organization. According to Singaporean journal of Business economics and Management studies (2013), Employee empowerment is a process and through it develops a culture of empowerment where dreams, goals, boundaries and attempts to influence their decisions and the results will be shared with the entire organization. On the other hand, Dobre (2013), defines employee empowerment as giving employees a certain degree of autonomy and responsibility in decision-making about specific organizational tasks assigned to them. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level. Employee empowerment does not mean absolute authority or absolute power. It's worth noting that an empowered and committed

workforce is essential for the effective and efficient functioning of an organizations (Bowen, 1992).

Employee empowerment is a significant drive-in facilitating commitment to the company. Empowerment can be measured through two constructs. One is psychological empowerment construct, which has received much attention from researchers in many business fields (Thomas and Velthouse, 1990). The focus of psychological empowerment is an individual's emotional and focuses on work environment. The concept of giving authority to employees creates a shared climate about the use of structures, policies, and practices to support both organization and an employee. The other construct is on competence that borders on the individual's ability and to do their job creatively to ensure that goals and objectives in an organization are met without a degree of delay. According to Bandura (1986), this is regarded as self-efficacy as competence is always specific to an individual's job and distinguished from self-respect. Organizations of all types should provide their employees with the possible opportunities to improve their talents and knowledge in order to achieve long- term goals and ensure mutual benefits (International Journal of Learning & Development (2015). Organizations that are performance oriented, should focus on employee empowerment and job satisfaction in their decision making in order to achieve such desired goals. Employee empowerment is one of the concepts considered by many business houses or rather institutions to be important in improving the behavioral element of employees to achieve higher degree of support, innovation, teamwork spirit, entrepreneurship, self- confidence and independent thinking. Dessler G (2006) describes empowerment as offering employee the freedom, control, and opportunities to involve in decision making and organizational matters.

In this current era of business where globalization has taken lead of the business world, there is need for organizations to focus on empowerment to enable the qualified employees to make necessary decisions and respond to any changes that may arise in the business environment at any time. Employee empowerment is built by designing a working environment where employees are allowed to make their own decisions based on certain work-related conditions. Employee empowerment has been recognized as a key contributor to organizational success and many authors observed a direct relationship between the levels of employee empowerment and employee performance. It is worth noting that empowerment affects the performance of employees and also creates a favorable work environment. According to MBAZ 523 Module (2016), empowerment leads to positive organizational outcomes such as enhanced employee's responsibilities and motivation in the routine work, improved level of job satisfaction, better quality of services, higher employee's loyalty, low turnover intention, and maximized productivity. It is often believed that by adopting the employee empowerment strategy, employees will feel respected and feel worthy and this can lead to increased productivity and improved quality of work.

The study gave some examples of techniques to empowering organizations which include the following;

Grant motivation, job enrichment, creating and implementing an appropriate system evaluation and introduce sampled employee in specific time period, formation of quality circles was highlighted in this research. The results of the research paper shows that employee empowerment is a management tool that can be used to direct towards increasing the productivity of human resources.

According to Busara (2016), in research on the impact of organization empowerment on performance relationship at University of Tanzania. Employee empowerment is recognized as a

key for building trustful-relationships with the organizations, which in turn lead to higher levels of performance. This empowerment consists of three components, training employees, creating a culture of allowing employees to give input and have control of their work, and giving employee access to information and providing feedback.

The results of quantitative study in this research, showed that all employee empowerment practices have a positive effect on both employee performance and job satisfaction. However, Training and Input and Control of Work have only shown an effect to employee performance and not job satisfaction.

Methods of employee empowerment

Empowering employees in an organization is a journey that should if possible, have a road map. This might have been used at the CEEC in trying to achieve the maximum potential of employing a culture of ensuring that the employees achieve the set objectives. The CEEC has tried to create an open-door policy in offices to allow employees be able to communicate with their management on issues that affect them. Just like it is the case at the CEEC, there are many methods of empowering employees. Employee empowerment in an organization, can also be achieved under different methods. According to MBAZ Module 523 (Nyamuda, 2016), highlights the listed methods below for employee empowerment.

Empowering through effective communication

In the quest of empowering employees, effective communication can be considered as a method of employee empowerment. Effective communications involve dialogue, which literally speaks of shared meaning. Very often, when people think that they are communicating, they are not sharing meaning. It is therefore important that in communicating, you are continuously making sure that your hearers share the same meaning as your own (MBAZ Module 523, 2016, P.68). According

to Robbins (2013), in a successful employee empowerment environment, effective communication with employees reduces uncertainty by lessening role ambiguity and conflict. A well-informed employee is well positioned and becomes an asset to the organization.

Empowerment through delegation

According to Robbins (2013), delegation is not merely telling someone what to do. This means, letting them think and decide for themselves, letting someone else make decisions you normally make as a manager. The approach of delegation a manager chooses to use on its subordinates, has an effect on the subordinate's morale. Subordinates should therefore be fully empowered to act independently. Managers often fear that by delegating, they are abdicating their role, but delegation is not abdication if you get regular feedback on results.

MBAZ Module 523 (2016), in relation to employee empowerment explains that delegation is considered as one of the employee empowerment practices which can improve worker morale. This is so because through delegation, the employees are given an opportunity to prove themselves that they can do the assigned works effectively and efficiently through the work delegated to them.

Empowerment through motivating people

According to Robbins (2012), motivation can be defined as the desire to achieve a goal or a certain performance level, leading to goal-directed behavior. When we refer to someone as being motivated, we mean that the person is trying hard to accomplish a certain task. Motivation is clearly important if someone is to perform well; however, it is not sufficient to empower employees.

Motivating employees in an organization is one of the employee empowerment practices in the quest of achieving employee maximum potential of productivity. Many people have failed to understand that with purpose, comes passion. The reason why many people are not passionate or motivated in what they do, is because they have not found meaning in it. Motivating employees in

an organization is another method of empowerment instead of carrying the burden of employees with low morale. Employees in every organization should have duties and responsibilities, aligned to the purpose and mission of the organization and to be aware of the systems and processes of the business to ensure that targets are achieved successfully.

The relationship between employee empowerment and employee performance

According to Bakari (2012) in a research study on employee empowerment and performance, performance is linked to employee empowerment in two ways. Firstly, through the overall goal setting. The more an employee understands his or her job, and how the job contributes to the overall organization, the better they will be able to make decisions on their own, informed and expert decisions. Furthermore Bakari (2012), highlighted that, employee empowerment requires this clarity, otherwise the decisions that get made will often be wrong ones. Secondly, empowerment implies accountability of one's actions which comes along with the liberty and freedom to make decisions. The performance management process in employee empowerment helps to ensure that accountability for results and the outcomes of decisions that employee makes through ongoing communication, can improve the organization's performance. Therefore, it is worth noting that from the above that there is power in employing employee empowerment practices in an organization.

Factors to consider in creating an Empowering Culture in an organization

According to Nyamuda (2016) in MBAZ 523 Module, it's vital that an organization creates an empowerment culture first as opposed to attempting to empower employees when the cultural environment is not conducive. For an organization to breed leaders, it needs to create an environment where individuals are continuously giving and receiving feedback from each other

and the organizational operations. In creating an empowering culture in an organization, managers have to consider certain factors to be present as highlighted below;

Good work environment

Nyamuda (2016), explains that in creating an empowerment culture, there should be something that can boost employees' inspiration daily to improve their work performance. While bonuses and occasional rewards help to motivate staff from time to time, workers, should have motivation on a daily basis. A good work environment can include; a well-organized workplace, proper working conditions and friendly staff. Dessler (2006), explains that if employees love the process of working in the office, their work performance will improve if an enabling environment is created.

Employee Bonus system

All employees in an organization no matter how much they love their job; they work because they have to make a living. Although money does not guarantee happiness but the thought of earning it and spending it on some investments, can bring joy (Nyamuda, 2016).

Employee professional skills development

According to Dessler (2006), a company can grow revenue if its workers keep on developing their professional skills. Furthermore, Nyamuda (2016) in the MBAZ 523 Module explains that although self-development is a great way to achieve career success, it gets better if a company can offer some courses or master classes to employees to help them develop professional skills.

Benefits of employee empowerment

The main benefits of employee involvement and empowerment to employees according to Beardwell (2006) are improved morale, increased productivity, healthier co-worker relationships (team cohesion) and innovation due to job delegation. According to Beardwell (2006), involving

employees in decisions and policy changes that directly affect their job, raises employee morale because they feel that they are part of the organization. When employees are treated as assets of the company and their input is given consideration, confidence increases among every team member, and the company sees significant gains in different facets such as productivity and loyalty. Moreover, improved morale can increase an employee's longevity with the company. The longer the employee is associated with the company, the more experienced they become, making them mentors to new employees and indispensable to managerial staff. This is a major benefit of employee empowerment practices. Beardwell (2006) further highlights that, employee involvement and empowerment translate directly into increased productivity. Employees with an investment in the company best interest increase their role in the company, fostering a stronger work ethic. When employees are given independence and expected to be more self-sufficient, they become more efficient over time, as they learn to navigate their responsibilities with minimal interference and/or relying less on managerial staff for direction. Nyanchama (2009), indicates that although employee empowerment is largely designed to give each employee autonomy, it likewise fosters better relationships between employees and with their managers, because employees that are given more independence tend to form better working relationships. Each sees the other as mutually benefiting from their working relationship.

2.1.2 Concept of employee productivity

Productivity is a performance measure encompassing both efficiency and effectiveness. It is important, therefore, to know who the productive workers are. Productivity is a performance measure encompassing both efficiency and effectiveness. High performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get involved in decision-making, goal setting or problem-solving activities, which

subsequently result in higher employee performance (Hellriegel, Slocum & Woodman, 1998). Encourage a more modern style of participatory management, raise employee productivity and satisfaction, and even lower workers' compensation rates. (Madison, Wisconsin, 2000). According to Miller and Monge (1986) job satisfaction increases productivity through bringing high quality motivation and through increasing working capabilities at time of implementation. There is evidence that participative climate has a more substantial effect on worker's satisfaction than participation in specific decision and it appears that participation in goal setting does not have strong effect on productivity. Participation has a strong effect on both job satisfaction and productivity, but its effect on satisfaction is somewhat stronger than on productivity. Human resource policies that encourage worker involvement aim at providing employees with opportunities to have an input in decisions, incentives to expend discretionary effort and the means to acquire the appropriate skills (Berg 1999). Among these policies, participation schemes directly affect the first two aspects- opportunities and incentives – and as a result are thought to improve incentives to acquire skills as well as work organization and information flows. These combined effects are expected to increase X-efficiency and productivity.

Sultana, Irum, Ahmed, and Mehmood (2012) described productivity as the ability to achieve certain tasks according to predetermined or specified accuracy standards, completeness, cost, and speed. That is, employee productivity can be assessed in terms of the efficiency of an employee in doing his or her tasks. Overall, employee productivity can be evaluated in terms of the output of an employee over a specific period of time. A number of definitions for employee productivity were proposed by various scholars. For instance, Ferreira and Du Plessis (2009) described it as the time spent by an employee in executing his or her job duties, in order to achieve expected outcomes based on the job description. Moreover, Mathis and Jackson (2000) demonstrated that employee

productivity can be assessed based on the quantity and quality of work done by an employee taking into consideration the costs of resources being used to achieve that work. Kien (2012) indicated that increasing employee's productivity can lead to favorable outcomes such as: competitive advantage, maintaining strategic and financial results, achieving organizational goals, and fulfilling stakeholders' value propositions. The author concluded that looking for the important factors that may influence employee productivity is vital to enhance organizational efficiency. Therefore, human resource managers should be able to design human resource programs that can drive organizational productivity. Kawara (2014) asserted that one of the common approaches to increase employee productivity includes linking rewards to the amount and quality of performance via different types of incentives. Moreover, training has been regarded as a key factor for developing organizational productivity. Certain of scholars (Colombo and Stanca, 2008; Sepulveda, 2010) considered training as an essential and effective tool in the successful achievement of organizational goals and objectives, resulting in higher productivity. The increase in employee productivity is also assumed to come from better workplace environment (Hameed, and Amjad, 2009) as the physical layout of offices can motivates employees and eventually increase their productivity. Moreover, Brown (2012) suggested that employee productivity can be maximized when there is a reasonable balance, thus, employees would have adequate control, authority, and feel empowered to make the most effective decisions.

2.2 Theoretical review

Self- determination theory

Self-determination theory (SDT) is a macro theory of human motivation and personality that concerns people's innate growth tendencies and innate psychological needs. It pertains to

the motivation behind people's choices in the absence of external influences and distractions. SDT focuses on the degree to which human behavior is self-motivated and self-determined.

Self-Determination Theory posits that people have an innate tendency toward growth and intrinsic motivation, and that intrinsic motivation and well-being require satisfying the three psychological needs for relatedness, competence, and autonomy (Deci & Ryan, 1985, 1987; Gagne & Deci, 2005; Ryan, 1995; Ryan & Deci, 2000; Ryan et al., 1997). In many social settings, including the workplace, external regulations or stimuli—including pay, supervision, goals, and directives—are used to induce desired behavior. To the extent that these three needs are satisfied, people internalize and integrate external regulations. That is, they take in external values and contingencies and transform them into personal values and self-motivation. Through this process of internalization and integration, extrinsically prescribed behavior becomes internally or autonomously regulated so that motivation to act becomes self-determined.

2.3 Empirical review

Okochi, K., & Ateke, B. W. (2020). Investigated on “Employee empowerment: A strategy for optimizing employee performance”. This paper explored employee empowerment as a human resource management strategy for optimizing employee performance. The paper was anchored on the human motivation theories X, Y and Z, and the expectancy theory. To properly situate the paper, the concept of employee empowerment and its strategic dimensions of employee voice and employee autonomy; and the concept of employee performance were extensively probed. Literature reveals that employee empowerment whether from the structural, psychological or leadership perspective represents a management strategy of including employees in the decision-making process and increasing their influence in organizational activities. Literature also reveals that employee empowerment in the form employee voice and employee autonomy increases

employees' performance via job satisfaction, commitment and retention; and informs high quality of output, high level of ingenuity, responsibility and accountability; organizational innovation; quality of decisions; quality products and ultimately improves bottom-line and firms' competitiveness. The paper thus concludes that employee empowerment is a viable strategy for optimizing employee performance; and recommends that firms that seek to optimize employee performance and improve organizational wellness should institute planned employee empowerment programmes that addresses employees' needs.

Bose, I., & Emirates, U. A. (2018). Discussed on "Employee empowerment and employee performance: An empirical study on selected banks in UAE". The present study has attempted to impact of employee empowerment on employee performance in banking industry in UAE, mainly when the sector has witnessed many crises in recent times. Responses were collected via survey based on structured questionnaire on 80 employees. Collected responses were analysed and formulated hypotheses have been tested with the use of standard statistical tools such as mean, standard deviation, one sample t-test, correlation coefficient etc. The responses analysis and hypotheses testing have shown certain phenomenon. For example, it has been found that in the present situation the employees in the banking industry in UAE are not motivated to enhance their performance. Regarding the issue of employee empowerment, further improvements have been suggested based on research findings. Finally, the relationship between the employee empowerment and employee performance has also been found of not having significant relationship in the present banking scenario. Further research on different aspects of uncovered or not covered areas has been suggested.

Ghena, A. T. S., Abub, N. Z., Sazalic, K. H. I., & Belkhamzad, Z. (2019). Investigated "The Effect of Empowerment and Teamwork on Employee Productivity". Ever since the relationship between

employee and employer existed, the search for greater performance and productivity has been unrelenting. Superfluous to say, higher productivity, being a major contributing factor of higher profits will ensure the organization's existence and continuous success. Today, the tougher economic climate due to growing global competition, higher expectations from stakeholders and increasing speed of information have resulted in a work environment which demands more from employees than ever before. This research discusses and measures the effect of empowerment, both in macro (focus on organizational structures, policies, procedures, culture) and micro (psychological and intrinsic motivation individuals and teams) perspectives and the promotion of teamwork on employee productivity. Data pertaining to the demographical characteristics, understanding and perception of empowerment, teamwork and productivity was collected from 138 respondents. Using linear regression, the study found that there is a relationship between empowerment, both in the macro and micro perspective, and teamwork on productivity

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The aim of this chapter is to highlight the methodology that was used to undertake the research study. The methodology employed highlights the way the data was collected, processed, analyzed and interpreted. The methodology highlights the activities, time and the cost incurred in undertaking the research study. It also defines the research design and furthermore, sets out to define the target population, the study sample, sampling techniques, sampling size, sampling procedure, data collection methods and the study limitations. The research method was descriptive which used both primary and secondary data. Random sampling method was used to distribute the data collection tools. A sample size of 100 respondents was used from the organization of study and questionnaires were distributed to as one of the tools to collect data from the respondents.

3.1 Research design

The research was on the descriptive research analysis which has a number of advantages with the main ones being; able to use various forms of data as well as the involvement of the human experience in the data collection process.

3.2 Population of the study

The target population was drawn from selected employees of the plant bottling company, limited. The organization has a population of 150 employee.

3.3 Sample size and sampling technique

The survey sample size consisted of 100 respondents as the sample population of study which included employees and management in the organization. It was expected that their responses

would provide a good assessment and indication of employee empowerment mechanism and its impact on employee productivity.

The sample population was selected through simple random method. The simple random sampling technique offers an opportunity for every member in the selected population to have an equal chance of being included in the sample of study. The stratified random sampling technique whereby the strata consisting of junior employees, middle management and senior management employees will be considered.

3.4 Data collection instruments

The research made use of questionnaires to collect primary data as this was a qualitative method and also used quantitative methods. Questionnaires are appropriate in this type of study, since they collect information that is not directly observable. Questionnaires inquire about employees and management's feelings, attitudes and accomplishments as well as experiences of different individuals in the organization among others. Furthermore, questionnaires were used in this study as they were less costly and were not time consuming when it comes to data collection. The questions in the questionnaires, were semi – structured and will be administered through the drop and pick later method and also by circulating the questionnaires through internet to the respondents under the sampled population of study. Both qualitative and quantitative methods are important methodologies in research.

3.5 Reliability and validity of data

According to Busara (2016), for data to be reliable, it has to be consistent and this is concerned with responses. To ensure reliability in data collection, test measures which included test and re-test consistency in the procedure were used. The data to be collected was very reliable as it was

obtained through personal interview (Primary Data) and from reliable books and journals (Secondary data) related to employee empowerment.

Pre-testing of the data instruments was done to check the validity of the instruments of data collection. This was done by carrying out interviews and giving out a few questionnaires to some respondents. Secondary data was also pre-tested. A random selection of participants from each stratum was done in order to ensure that the data is not biased. Validity of data is concerned with the extent to which a test measures what it claims to measure. A test needs to be valid so that the results are accurately applied and interpreted (Huiru, 2011).

3.6 Data analysis instruments and procedures

Data analysis refers to the management of the raw data so that it facilitates interpretation and involves turning the raw observations into summaries that can be interpreted (Ghosh, 2013). Data collected was analyzed using qualitative and quantitative methods. Data was presented in tables and graphs. The data analysis was facilitated by the use of the Statistical Package for Social Sciences (SPSS). The collected data was first organized, cleaned and then fed into the Statistical Package for Social Sciences (SPSS) tool for analysis. SPSS is statistical software that is used to analyze coded data (Sidhu, 2011). The justification for using SPSS in this study is that it was less error prone, efficient and quicker to analyze categorical data.

According to (Gosh, 2013) a Chi-square is a non-parametric statistical technique for determining the significance of the difference between frequency counts on nominal data. The justification for using Chi square is that categorical variables were tested for independence. The level of significance used was 5% (0.05). The level of significance is often chosen as 0.05. The level of significance is the probability, chosen at the outset of an investigation, which will lead to reject the null hypothesis if the p-value lies below (less than 0.05) it. The p-value is the smallest level of

alpha that leads to rejection of null hypothesis. The justification for using this level was that it is the mostly used statistical value and normally yield reliable estimate in research (Sidhu, 2011). The statistical techniques in any research were largely influenced by the objectives of the study, the nature of the data, and the measurement level of the variables. Considering this fact, descriptive statistics was used for describing basic sample characteristics in this study. The data was analyzed using a mixed method of both quantitative and qualitative techniques. Quantitative made it possible to measure variables while qualitative focused on text and meaning of variables.

In this study, Chi-Square test of independence was used to test the hypotheses. The p-value of 0.05 was considered statistically significant. The Statistical Package for Social Science (SPSS) was used to analyze the data because it is less error prone and efficient.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

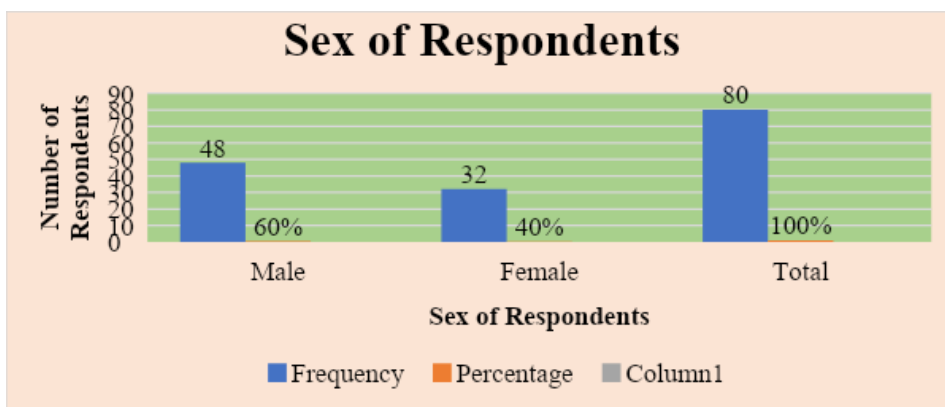
This chapter focuses on the comprehensive empirical presentation of graphical, descriptive and inferential statistics of findings from employees on the impact of employee empowerment on employee productivity at plant bottling company, limited, Lagos State. The data are presented and interpreted using the Chi-Square test of independence with the use of graphs and tables. In this section, four main research hypotheses on the impact of employee empowerment on employee productivity are presented. For this study, a total of 100 respondents were given questionnaires. These were employees of organization. In this study 100 questionnaires were self-administered and 80 were validly responded to. This represents 80% response rate which is representative and objective.

4.1 Presentation and Interpretation of Descriptive statistics

4.1.1 Descriptive Analysis for the Demographic Variables

4.1.1.1 Socio-Demographic variables i.e. Demographic Analysis on Gender

Figure 4.1: Sex of Respondents

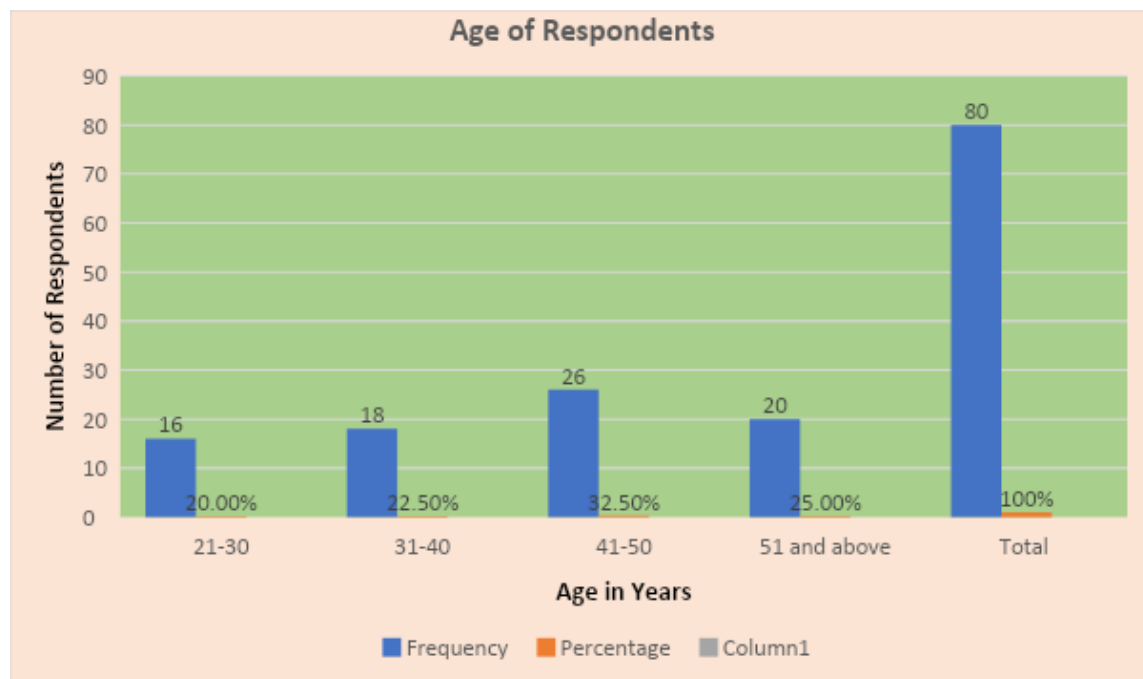


Source: Field survey, 2025

The findings in Figure 4.1 indicate that the majority 48 representing 60% of respondents were male while 32 representing 40% were females. This analysis was done to indicate the number of male and female employees that participated in the research study. This analysis did not affect the results of the study.

4.1.1.2 Demographic Analysis on Age

Figure 4.2: Age of Respondents



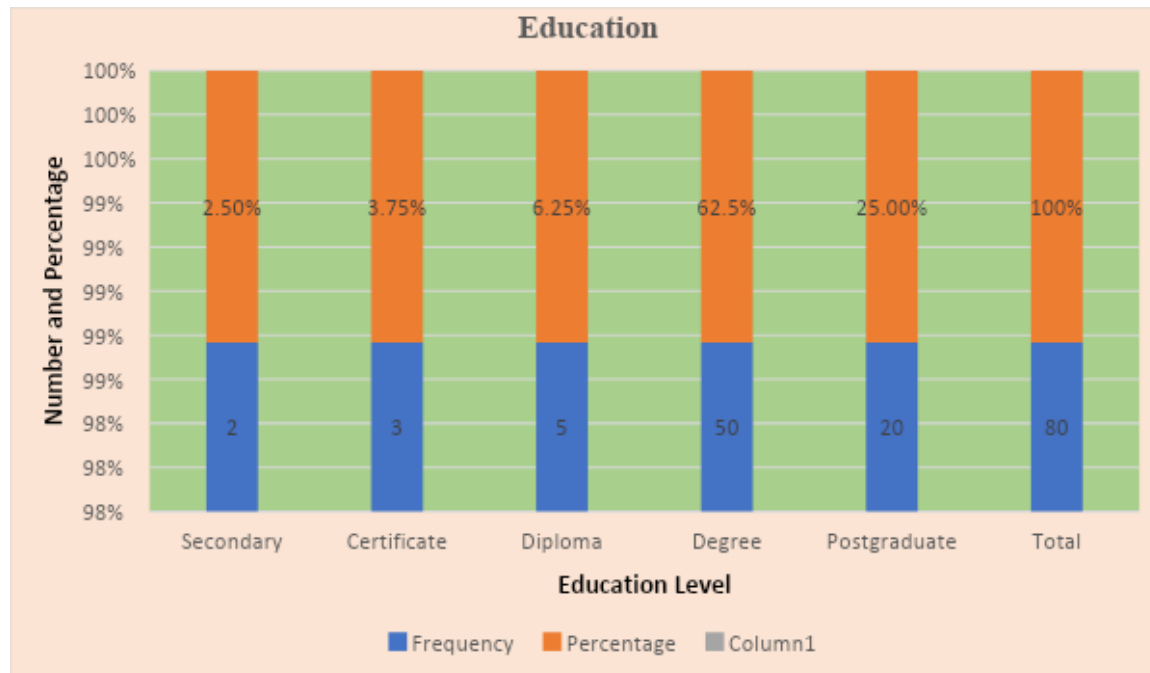
Source: Field survey, 2025

The results of respondent's age presented in Figure 4.2 indicate that the majority 26 representing 32.5% were aged between 40-50, 20 representing 25% were aged 51 and above; 18 representing 22.5% were aged between 31-40 and 16 representing 20% were aged between 21-30.

This demographic analysis was done to indicate the age distribution of the employees that that participated in the research study. This analysis did not affect the results of the study.

4.1.1.3 Demographic Analysis on Education Level

Figure 4.3: Education Attainment of Respondents



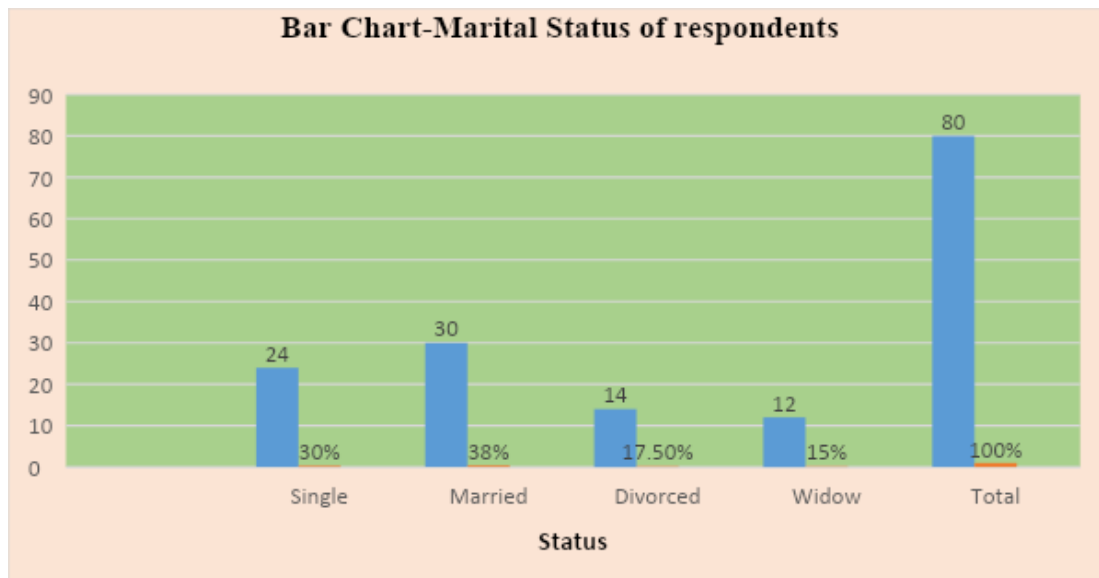
Source: Field survey, 2025

The level of education attained by respondents presented in Figure 4.3 indicates that most respondents, 50 representing 62.5% were degree holders, 20 representing 25% were postgraduate degree holders, 5 representing 6.25% were diploma the other 3 representing 3.75% attained college certificates and 2 representing 2.5% attained secondary education (Grade 12 Certificate).

This analysis is important in this study as it gave the researcher an indicative picture of the level of education that the respondents that participated in the study.

4.1.1.4 Demographic Analysis on Marital Status

Figure 4.4: Marital Status of Respondents



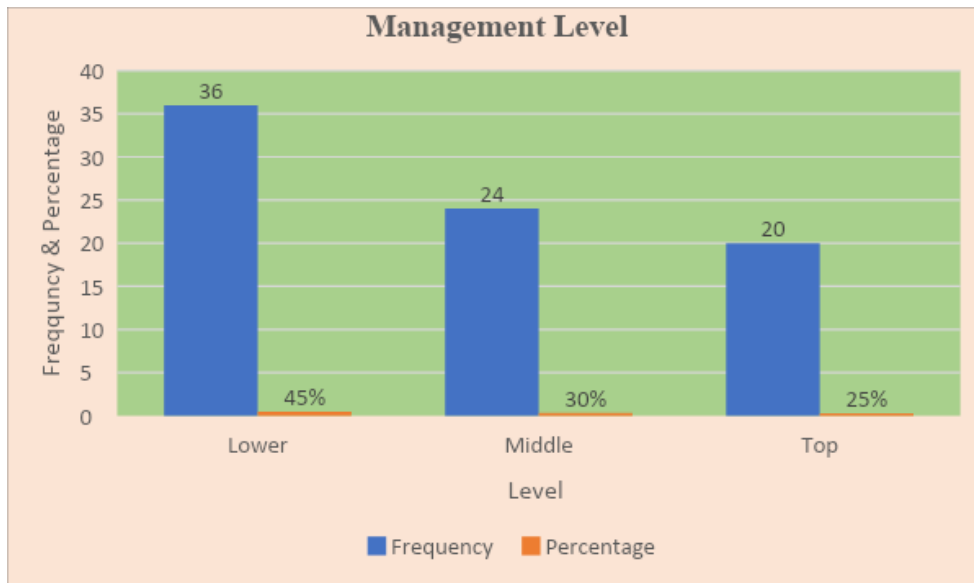
Source: Field survey, 2025

Figure 4.4 shows that most respondents were married. Out of the total number of respondents 30 representing 38% were married, 24 representing 30% were single, 14 representing 17.5% were divorced and 12 representing 15% were widowed.

This analysis was important in this study to show the marital distribution of the respondents but had no effect on the results of the research study.

4.1.1.5 Demographic Analysis on Management Level

Figure 4.5: Level of respondents in the Management Hierarchy



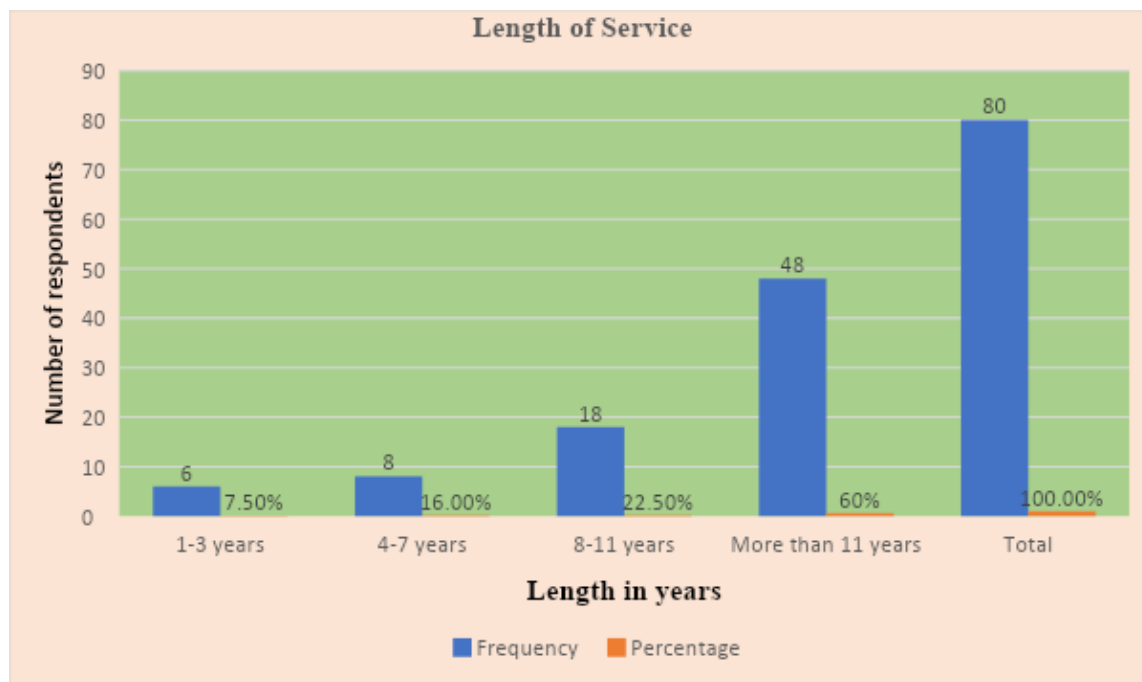
Source: Field survey, 2025

The Position in the management levels by Staff at the CEEC presented in Figure 4.5 indicated that most respondents, 18 representing 45% were at lower level, 12 representing 30% were at middle level while 20 representing 25% were at top level management.

This analysis is showed the hierarchical distribution of the employees that participated in the research study but had no effect on the findings of the research study.

4.1.1.6 Demographic Analysis of Duration of work

Figure 4.6: Length of Service of Respondents



Source: Field survey, 2025

The data in Figure 4.6 reveal that the majority 48 representing 60% of respondents were in service for more than 11 years, 18 representing 22.5% were in service for 8 to 11 years. The remaining 6 representing 7.5% were in service for 1 to 3 years.

This analysis was done to demonstrate the length of service participants have served so far at the CEEC which was important for this study to give a clear indication on whether the employees that participated but had no effect on the results of the study.

4.2. Outcome of training given to employee on productivity

Table 4.1: Employees are constantly trained in skill development

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	2	2.5	2.5	5.0
Neutral	17	21.2	21.2	26.2
Somewhat agree	30	37.5	37.5	63.8
Strongly agree	29	36.2	36.2	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.1 indicates that most respondents, 30 representing 37.5% somewhat agreed, 29 representing 36.2% strongly agreed, 17 representing 21.2% were neutral, 2 representing 2.5% somewhat disagreed and 2 representing 2.5% strongly disagreed that employees are constantly trained in skill development.

Table 4.2: The organization encourages skill development

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	2	2.5	2.5	5.0
Neutral	2	2.5	2.5	7.5
Somewhat agree	27	33.8	33.8	41.2
Strongly agree	47	58.8	58.8	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.2 indicates that most respondents, 47 representing 58.8% strongly agreed, 27 representing 33.8% somewhat agreed, 2 representing 2.5% were neutral, 2 representing 2.5% somewhat disagreed and 2 representing 2.5% strongly disagreed that the organization encourages skill development.

Table 4 3: The organization has a training policy in place

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	2	2.5	2.5	5.0
Neutral	2	2.5	2.5	7.5
Somewhat agree	22	27.5	27.5	35.0
Strongly agree	52	65.0	65.0	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.3 indicates that most respondents, 52 representing 65% strongly agreed, 22 representing 27.5% somewhat agreed, 2 representing 2.5% were neutral, 2 representing 2.5% somewhat disagreed and 2 representing 2.5% strongly disagreed that the organization had a training policy in place for employees' empowerment.

Table 4.4: The organization encourages self-sponsorship training

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	2	2.5	2.5	5.1
Neutral	2	2.5	2.5	7.6
Somewhat agree	14	17.5	17.7	25.3
Strongly agree	60	75	75	100.0
Total	80	100	100.0	

Source: Field survey, 2025

Table 4.4 indicates that most respondents, 80 representing 75% strongly agreed, 14 representing 17.5% somewhat agreed, 2 representing 2.5% were neutral, 2 representing 2.5% somewhat disagreed and 2 representing 2.5% strongly disagreed that the organization encouraged self-sponsorship training for employees' empowerment.

Table 4.5: Training enhanced employees' knowledge

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	10	12.5	12.5	12.5
Somewhat disagree	17	21.2	21.2	33.8
Neutral	30	37.5	37.5	71.2
Somewhat agree	13	16.2	16.2	87.5
Strongly agreed	10	12.5	12.5	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.5 indicates that most respondents, 30 representing 37.5% were neutral, 17 representing 21.2% somewhat disagreed, 13 representing 16.2% somewhat agreed, 10 representing 12.5% strongly disagreed and 10 representing 12.5% strongly agreed that the training enhanced employees' knowledge.

Table 4.6: New knowledge acquired through training enabled access to better employment opportunities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	2	2.5	2.5	5.0
Neutral	2	2.5	2.5	7.5
Somewhat agree	36	45.0	45.0	52.5
Strongly agree	38	47.5	47.5	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.6 indicates that most respondents, 38 representing 47.5% strongly agreed, 36 representing 45% somewhat agreed, 2 representing 2.5% were neutral, 2 representing 2.5% somewhat disagreed and 2 representing 2.5% strongly disagreed that new knowledge acquired through training enabled access to better employment opportunities.

4.3 Employee involvement in decision making

Table 4.7: Supervisors delegate responsibilities and authority to subordinates

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	5	6.2	6.2	8.8
Neutral	11	13.8	13.8	22.5
Somewhat agree	3	3.8	3.8	26.2
Strongly agree	59	73.8	73.8	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.7 indicates that most respondents, 59 representing 73.8% strongly agreed, 11 representing 13.8% were neutral, 5 representing 6.2% somewhat disagreed, 3 representing 3.8% somewhat agreed and 2 representing 2.5% strongly disagreed that supervisors delegate responsibilities and authority to subordinates.

Table 4.8: Employees at the organization are encouraged to participate in decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	2	2.5	2.5	5.0
Neutral	11	13.8	13.8	18.8
Somewhat agree	54	67.5	67.5	86.2
Strongly agree	11	13.8	13.8	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.8 indicates that most respondents, 59 representing 73.8% strongly agreed, 11 representing 13.8% were neutral, 5 representing 6.2% somewhat disagreed, 3 representing 3.8% somewhat

agreed and 2 representing 2.5% strongly disagreed that employees at the organization are encouraged to participate in decision making.

Table 4.9: Employees are involved in setting goals for the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	3.8	3.8	3.8
Somewhat disagree	4	5.0	5.0	8.8
Neutral	5	6.2	6.2	15.0
Somewhat agree	11	13.8	13.8	28.8
Strongly agree	57	71.2	71.2	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.9 indicates that most respondents, 57 representing 71.2% strongly agreed, 11 representing 13.8% somewhat agreed, 5 representing 6.2% were neutral, 4 representing 5% somewhat disagreed and 2 representing 2.5% strongly disagreed that Employees were involved in setting goals for the organization.

Table 4.10: Management encourages creativity and innovation among employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.5	2.5	2.5
Somewhat disagree	3	3.8	3.8	6.2
Neutral	5	6.2	6.2	12.5
Somewhat agree	37	46.2	46.2	58.8
Strongly agree	33	41.2	41.2	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.10 indicates that most respondents, 37 representing 46.2% somewhat agreed, 33 representing 41.2% strongly agreed, 5 representing 6.2% were neutral, 3 representing 3.8%

somewhat disagreed and 2 representing 2.5% strongly disagreed that management encourages creativity and innovation among employees.

4.4 Employee incentives at the organization

Table 4.11: Monthly income is reasonable according to the job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	16.25	16.25	16.25
Somewhat disagree	22	27.5	27.5	43.5
Neutral	16	20	20	63.5
Somewhat agree	20	25	25	88.5
Strongly agree	9	11.25	11.25	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.11 indicates that most respondents, 22 representing 27.5% somewhat disagreed, 20 representing 25% somewhat agreed, 16 representing 20% were neutral, 13 representing 16.25% strongly disagreed and 9 representing 11.25% strongly agreed that monthly income is reasonable according to the job.

Table 4.12: Appropriate recognition is given for employees contribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	19	23.75	23.75	23.75
Somewhat disagree	20	25	25	48.75
Neutral	8	10	10	58.75
Somewhat agree	20	25	25	83.75
Strongly agree	13	16.25	16.25	100.0
Total	80	100.0	100.0	

Source: Field survey, 2025

Table 4.12 indicates that most respondents, 20 representing 25% somewhat disagreed, 20 representing 25% somewhat agreed, 19 representing 23.75% strongly disagreed, 13 representing

16.25% strongly agreed and 8 representing 10% were neutral that appropriate recognition is given for employees' contribution to the organization.

4.5 Presentation and Interpretation of Inferential statistics

This section presents inferential statistics using hypothesis testing in order to move beyond a simple description of individual variables to inferences about the likelihood of the findings occurring. Inferential statistics identifies whether findings in this study are more or less likely to have occurred than by chance alone.

Table 4.13: Relationship between employee productivity and employee involvement in decision making

The table below indicates the value of test statistic on Employee involvement in decision making and employee productivity.

Hypothesis number one

H₀₁: Employee involvement in decision making has no significant effect on employee productivity

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	81.979 ^a	16	.000
Likelihood Ratio	69.794	16	.000
N of Valid Cases	80		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .10.

P-Value=0.000. Since Pearson $X^2 = 81.979$; $P < 0.05$, H_{01} is not accepted. This means that there is sufficient evidence to support the claim that employee involvement in decision making has a significant effect on employee productivity

Table 4.14: Relationship between employee productivity and employees' incentives

The table below indicates the value of test statistic on the Relationship between Employee productivity and employees' incentives.

Hypothesis number two

H02: Employee incentives have no significant impact on employee productivity

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)
Pearson Chi-Square	102.838 ^a	16	.000	.000
Likelihood Ratio	76.524	16	.000	.000
Fisher's Exact Test	57.364			.000
N of Valid Cases	80			

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .10.

P-Value=0.000. Since Pearson $X^2 = 102.833$; $P < 0.05$, H_0 is not accepted. This means that the result is statistically significant. Therefore, there is no sufficient evidence to support the claim that Employee productivity is independent of employee incentives. This implies that employee productivity is dependent on employee incentive.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary of the Findings

The objective of this study was to assess the effect of employee empowerment on employee productivity - a study of the plant bottling company, limited, Lagos State. From the findings, the researcher found out that employee empowerment positively and significantly influences employee productivity to a very great extent. The researchers in this research reported that for improved employee productivity, employee empowerment is paramount which also captures the employees' work conditions.

On employee empowerment practices like training, the research finding showed that training enhances employee empowerment and enables employees to meet their set targets to a very great extent. From the findings, it is evident that employee empowerment aims to provide employees with opportunities to influence decisions, promotes employee motivation. The researcher also found that employee empowerment improves the relationship between the employee and the customers of the organization and has a positive impact on organizational performance. Empowered employees are believed to be more reliable and more responsive to customer needs than employees that are not empowered. Empowered employees are found to be more engaged in their work resulting in higher quality of customer service which leads to better performance and higher productivity in the organization.

5.2 Conclusions

The study concludes that employee empowerment positively and significantly influences employee productivity at plant bottling company, limited, Lagos State. Empowered employees in

an organization, who are equipped with tools, information, and support from management, will increasingly make informed decisions and overall accomplishment thereby benefiting the organization. The majority somewhat agreed, that employees were constantly trained in skill development. Most respondents, strongly agreed, disagreed that the organization encourages skill development. The organization had a training policy in place for employees' empowerment. Additionally, most respondents, strongly agreed, that the organization encouraged self-sponsorship training for employees' empowerment. Most respondents were neutral, that the training enhanced employees' knowledge.

The study also concludes that training enhances worker productivity and enables employees to meet their set targets. The investigation showed that necessary information is readily availed to all concerned employees in good time to enable them to make thoughtful decision. Management encourages employees to develop creativity and innovative ideas as a way of being involved in the operations of the Commission and it is worthy concluding that empowered employees are more committed to their work and there is a lot of efficiency in service delivery results from an empowered workforce. This agrees with a study conducted by Nzuve and Bakari (2012) who investigated the relationship between empowerment and performance in the city council of Nairobi found that there is a very strong positive correlation between employee empowerment and performance. Most respondents strongly agreed that supervisors delegate responsibilities and authority to subordinates. Additionally, most respondents, strongly agreed, that employees at the organization were encouraged to participate in decision making.

There is enough evidence to support the claim that Employee productivity is independent of employee involvement in decision making. This implies that Employee productivity is dependent on employee involvement in decision making. There is no sufficient evidence to support the claim

that Employee productivity is independent of employee incentives. This implies that employee productivity is dependent on employee incentives.

5.4 Recommendations

Management should step up already existing measures on employee empowerment so that productivity can improve which includes having an open communication policy. This is a challenge at the organization as employees do not openly make open communication on the internal operations of the organization. Open communication will help employees understand the organization 's business objectives, policies and vision, and keep employees informed about what is going on in the organization.

This investigation has led the researcher to make a conclusion that employee involvement in companies is always aimed at increasing the organization performance. Therefore, it is recommended that organization practices and explores all forms of employee involvement in the process of decision making in order to enable the employees to get a full view of the company's operations and participate in different important activities at organization. As employees get more informed about the activities of the organization and get tasks with great responsibility, they are going to perform at a higher level and improve in their productivity levels. Due to the increase in employees' productivity, the performance of the organization will also increase.

The majority of respondents that participated in this research study somewhat disagreed, that monthly income is reasonable for the job that they do. According to Nyanchama (2009), bonus systems such as incentives and awards, motivates employees to work hard and achieve their goals and objectives. This can be of great important to the CEEC. Most respondents somewhat disagreed, that appropriate recognition is given for employees' contribution to the organization.

As tested above, employee incentives have an impact on employee productivity, therefore types of incentives like staff bonuses, staff awards for work recognition, payment of association membership subscription, and staff personal loans should be introduced at to empower employees by management through this thesis.

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APPENDIX

Research Questionnaire for Members of Staff

Dear respondent,

TOPIC: THE IMPACT OF EMPLOYEE EMPOWERMENT ON EMPLOYEE PRODUCTIVITY (A STUDY OF PLANET BOTTLING COMAPANY, LIMITED, LAGOS STATE).

I am a student at of Kwara State polytechnic, Ilorin carrying out a research study on the reference topic above as a partial fulfillment for the award of National Diploma (ND). I seek to get your opinion about the issue in question to facilitate the study. Your opinion will be highly confidential and specifically used for academic purposes. Your personal identification either by name or residential address will not be required.

Please be assured that the information obtained from you will be treated with the utmost confidentiality.

Your time and corporation will be appreciated.

Yours faithfully,

Instructions

- i. Read and understand the questions carefully before answering
- ii. These questions should be completed by employees at the CEEC only
- iii. Please give answers that apply to you by ticking “√” in the appropriate boxes in the response column
- iv. Do not enter anything in the official use column

SECTION A: SOCIAL- DEMOGRAPHIC VARIABLES

No	Question and Filters	Response	Official use only (coding)
1	Sex	(a) Male [] (b) Female []	[] []
2	Age	(a) 21-30[] (b) 31-40[] (c) 41-50[] (d) 51 and above []	[] [] [] []
3	Education	(a) Secondary[] (b) Certificate[] (c) Diploma[] (d) Degree[] (e) Post graduate []	[] [] [] [] []

4	Marital Status	(a) Single[] (b) Married[] (c) Divorced[] (d) Widowed[]	[] [] [] []
5	Level in the Management Hierarchy	(a) Lower [] (b) Middle [] (c) Top[]	[] [] []
6	Length of Service at the CEEC	(a) 1-3years [] (b) 4-7years [] (c) 8-11 years [] (d) More than 11 years []	[] [] [] []

SECTION C: EMPLOYEE INVOLVEMENT IN DECISION MAKING

7	Supervisors delegate responsibilities and authority to subordinates	(a) Strongly disagree [] (b) Somewhat disagree [] (c) Neutral [] (d) Somewhat agree[] (a) Strongly agree[]	[] [] [] [] []
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			[]
8	Employees at the organization are encouraged to participate in decision making	(a) Strongly disagree [] (b) Somewhat disagree [] (c) Neutral [] (d) Somewhat agree[] (e) Strongly agree[]	[] [] [] [] []
9	Employees are involved in setting goals for the organization	(a) Strongly disagree[] (b) Somewhat disagree[] (c) Neutral[] (d) Somewhat agree[] (e) Strongly agree[]	[] [] [] []
10	Management encourages creativity and innovation among employees	(a) Strongly disagree[] (b) Somewhat disagree[] (c) Neutral[] (d) Somewhat agree[] (e) Strongly agree[]	[] [] [] [] []

SECTION D: EMPLOYEE INCENTIVES AT THE ORGANISATION

11	Monthly income is reasonable according to the job	(e) Strongly disagree [] (f) Somewhat disagree[] (g) Neutral []	[] [] []
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		(h) Somewhat agree []	[]
		(b) Strongly agree[]	[]
12	Appropriate recognition is given for employees contribution	(f) Strongly disagree[]	[]
		(g) Somewhat disagree[]	[]
		(h) Neutral[]	[]
		(i) Somewhat agree[]	[]
		(j) Strongly agree[]	[]
13	The best suggested methods of improving employee productivity on employees' empowerment	(a) State briefly.....	[] [] []

Thank you for your time and cooperation