

Assessing the Empowerment Program at a South African University

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Abstract

The main objective of this study is to investigate the importance of having a committed, functioning employee empowerment and involvement program at a local university in Johannesburg, South Africa. The essence of the discussion focuses on the overall impact, positive or negative, that employee empowerment has on organizational effectiveness. The quantitative research approach was utilized for this study. The primary data was gathered through a survey that was structured and consisted of three constructs: employees' participation in decision-making, perception of their immediate supervisors and perception of management of change within their institution. The survey instrument was distributed to a total of 100 employees, with a 72% response rate. The findings show that most respondents are of the view that they occasionally participate in decision-making, with their immediate supervisor poorly welcoming their involvement in decision-making, while perceiving management of change as slightly important regarding empowerment within the local university. The results reported in this study relate to one institution of higher learning, hence they cannot be generalized. Nonetheless, these findings add to previous findings on empowerment by stressing that social systemic features such as self-esteem, facts, awareness, incentives, institutional environment are a positive factor in the effect of empowerment on the company.

Keywords

Employee empowerment, Job satisfaction, Decision making, Customer focus, Professional development.

1. Introduction

The conversation on employee empowerment is one that has been part of scholarly and academic discussions for decades on end. Work force Empowerment is neither another nor straightforward management concept. It is a multifaceted management tool that more than 50 years of research has demonstrated that when connected legitimately can be successful in enhancing execution, profitability, and occupation fulfillment. The work force interest has been a prominent subject of investigations of authoritative conduct since the 1950s. Workforce empowerment may include changes in the organization, for example, setting organization approaches that may include procuring, reductions, benefit sharing or investments.

The workforce may contribute in, problem solving, outlining issues and setting the action plans, job design, layout of tools within the organization. For profits to emerge, empowering managerial tactics should foster moods of empowerment amongst employees and eventually stimulate employee performance in the direction of anticipated outcomes. Empowerment is not instigated for the changes of employee reasoning only but also to foster practical behaviors that could positively impact the organizational outcomes (Fernandez and Moldogaziev, 2013).

1.1 Background, Rationale and Value of the Study

Every company is different and has a different corporate culture that is inherent in their organization. The awareness of the employee empowerment and involvement of these employees create an environment where they understand they are in control of their well-being and the good state of the company together with efficiency in execution of tasks. What is most significant here is that it is not only about creating a program and letting it take on a life on its own, rather keeping it fresh by ensuring it achieves its goal of creating both worker and organizational well-being.

It is something that is not going to happen overnight, however, fruits to be ripped with a well-established and implemented program to assure job satisfaction and increased productivity. In their research Washington, *et al.* (2009) say the monetary downturn is likewise liable to expand worker request and help fortify the requirement for employee empowerment program. We are moving from a turbulent present into an even more uncertain future. The face of change and the apparent contradictions with which managers are faced with to produce a search for meaning, interpretations and interpreters.

Higher education, such as universities and colleges, for instance. The local university serves as a hub for scholarly advancement and productivity, employing a significant number of individuals. The efficiency of workers is influenced by the level of stability, predictability, and consistency within the workplace, as well as the interplay between the workplace, family, and society. One domain in which the local university has directed its developmental endeavors is by providing complimentary educational opportunities to its permanent staff members, extending the benefits to their immediate and extended relatives as well. This programme serves as a single example of the empowerment efforts implemented by the organization for the betterment of its personnel (Suarez-Balcazar & Harper, 2014).

The role of empowerment within a higher education institution has significant importance in shaping its impact inside the organizational structure. Due to their potential to influence both the workforce and business performance, empowerment and participation have the capacity to significantly impact business processes that include individual output. According to Hasani and Sheikhesmaeili (2016), the utilization of these programmes by the organization facilitates the university in attaining its goals of service excellence, continuous improvement, and comprehensive quality management.

1.2 Aim and Objectives of the Study

The aim of this study is to extrapolate the advancement and application of employee empowerment and contribution to benefit the university as well as its staff, encompassing both academics and supporting workforce.

The main objective of this study is to investigate the importance of having a committed functioning employee empowerment and involvement program at a local university in Johannesburg, South Africa. The essence of the discussion focuses on the overall impact, positive or negative that employee empowerment has on organizational effectiveness.

Deriving from the above main research objectives are the following specific objectives: (1) To discover the policy significance on empowerment through literature extraction, (2) To discover whether there is growth of individual productivity of UJ staff in the current work environment and (3) To pursue the importance of employee empowerment related to organizational effectiveness improvement of poor inclusion especially in lightening low profitability.

1.4 Scope and Limitations of the Study

1.4.1 Scope of the Study

The research conducted in this study is confined only to empowerment programmes inside a public institution operating in the education sector, specifically a university. This governmental entity encompasses a Johannesburg-based agency. In order to ensure the manageability of the study project, it is necessary to clearly delineate the following areas. The study will be carried out in educational institutions located within the Gauteng Province, focusing on the education sector. Further investigation will be employed to enhance comprehension of the subject matter. The chosen industry pertains to the field of education within the Gauteng province. The universities within this area warrant thorough analysis and careful examination.

The inception of this regional educational institution took place on 1 January 2005, following the amalgamation of the university situated in the East Rand and Soweto with the previous Afrikaans university. The consolidation of the revised Afrikaans university and one of the old Technikons in Johannesburg occurred on 1 January 2005, resulting in the establishment of a regional institution for advanced education. With a student body of over 48,000 full-time enrollees and a permanent staff of 2,700 individuals, this educational institution stands as one of the most sizable residential institutions inside the Republic of South Africa. Incorporation and mergers constituted integral components of several significant initiatives aimed at restructuring the higher education landscape inside the nation. The implementation of the National Plan for Higher Education in 2001 initiated a substantial enhancement of higher education institutions. It is noteworthy to mention that the university in the surrounding area is characterised by a comprehensive approach.

While this study explores job fulfillment from the viewpoint of staff empowerment as well as anecdotal results, there are also other factors that have an effect on job gratification in their own right, which have been the focus of numerous research and studies.

1.4.2 Limitations of the Study

Likewise, as it is the case with most studies, this investigation is not free from constraints. The technique for depending absolutely on information gathered through the survey is regarded to be reasonable for the examination. In any case, the researcher would have jumped at the chance to consolidate the utilization of interviews to further promote information into the ideas of employee empowerment and organizational effectiveness from numerous employees.

The researcher overlooked open ended type of questions from the study as this would have been significantly harder to examine utilizing measurable projects. Thus, the interviews would have given more information. Having said this, interviews have their negative impacts as well. One negative impact is they are challenging to break down and the more serious the risk of biases that the interviews bring. Accordingly, the information to be collected has to be kept quantitative in nature, which has limited the danger of such an occasion. Furthermore, a single case-study research approach may have empowered the researchers to pick up a more profound insight, yet it additionally restricted the generalizability. This is because of the way that different subjects may have an alternate way to deal with empowerment and organizational efficiency and along these lines, can just close discoveries based on this single case utilized. Furthermore, pure sample comprised mostly of the university's staff (72% of the aggregate respondents). Therefore, it is conceivable that the outcomes could be one-sided. Notwithstanding, trust that general outcomes are in accordance with past examinations completed in this area under this research topic.

Thirdly, concur that empowerment and organizational effectiveness do assume a viable part in giving occupation fulfillment to employees. In any case, there are likewise other interrelated ideas that stretch out to both of these developments, for example, trust and rewards. Many people take part in logical performance, particularly relational facilitation, only when they confide in their colleagues and managers. For some situation, compensates likewise assume a part in deciding the degree of relevant performance a worker shows. In the event that the prizes offered are little in contrast with the endeavors a worker puts in, at that point it is trusted that activity commitment and between individual assistance practices should be constrained to just certain cases. Notwithstanding employee empowerment and organizational effectiveness, there are additionally separate issues that decide general job satisfaction, for example, cooperation, administration, acknowledgment and status among others. Accordingly, it is intriguing to perceive how these in connection to employee empowerment and organizational effectiveness could affect the employee's work satisfaction. As these consolidated in one would make extremely expansive research, however, with research as an advantage, a couple of a greater amount of the proposed research, alongside numerous others that research the subjects of issue, one can utilize these officially existing outcomes to discover how these segments influence each other.

2. Literature Review

Empowerment intends to contribute lawfully or formally with the ability to empower and allow individuals to do things the way they would somehow be not able to do them. It implies evacuating restrictions that keep individuals from performing to the best of their ability. The issue is about the task and accountabilities including duties of upper management as well as the activities executed by top managers. Some concentrate on exactly how personnel perceive the actions of empowerment, not on what upper management ought to do to apply empowerment in the organization.

Evidently, empowerment is a topic covered the world over, and many scholars have been able to discuss the topic from a global perspective (Honold, 1997; Pelit, *et al.* 2011; Jo and Park, 2016; Abdelhamied, *et al.* 2017; Hirzel, *et al.* 2017; Viveros, *et al.* 2018; Leyer, *et al.* 2019; García-Juan, *et al.* 2019; Saleem, *et al.* 2019; Berraies and Hamouda 2018; Kumar and Sajid, 2019; Manzoor, *et al.* 2019; Nowak, 2019; Al-Omari, *et al.* 2020), to a South African perspective (Mayeza and Maluka, 2018; de Villiers and Stander, 2011; Ronnie and Boyd, 2019; Gwinji, 2018; Dhlomo, 2018; Alsamour, *et al.* 2018). Empowering employees is assumed to improve job satisfaction as well demonstrate that empowering employees has positive impact on apparent service quality. Behavioral enabling, appropriate communication, climate of trust in the organization and encouraging implements provided by managers lead to an affirmative impact in work satisfaction and conveys decision makers as well as employees closer to one another hence limiting the period of jobs. Empowerment can be defined as handing over authority, license and

influence to the workforce to take direct control and ownership of certain tasks. It is an aspect of an ultimate plan to accomplish organizational development in customer care, continuous improvement as well as quality management.

2.1 Employee Empowerment – Roots of Concepts

Empowerment ought to address the requirements as well as the principles of each entity (Hasani and Sheikhesmaeili, 2016). Deprived of this self-reference workforce empowerment consistently fails due to the sense of ownership or lack of commitment to the concept. Examples of empowerment in an organization can be control of one’s own work, autonomy on the task, variants of teamwork as well as the remuneration systems that associates remuneration with performance (Hasani and Sheikhesmaeili, 2016).

Empowerment is observed by different researchers at the heights of diverse lenses. On the other hand, some of the objects addressed are teams, stock ownership job enrichment, pay for performance, these are some of the techniques managers utilizes to make an environment that permits for and even enables workers selecting for an empowered state. Leader’s form an environment in which people will be able to make choices. The commencement of the notion of employee empowerment can be established in numerous places. The socio-technical method joined two parts of work in a methodical manner. The notion of job enrichment remained intensive on accumulative control as well as decision making in one’s own job (Hasani and Sheikhesmaeili, 2016).

The collected works on tasks autonomy addresses one more part of what remains referred to as workforce empowerment mentioned that the approach to leadership that empowers subordinates as a primary part of managerial and organizational effectiveness is also known as employee empowerment. Another dimension showed that the showing of power and control increases organizational effectiveness. The literature is distributed into five groups which are management, collaborative work, the individual empowered state, structural or routine change and multi-dimensional perception which includes most of the four formerly stated groupings (Hasani and Sheikhesmaeili, 2016).

2.2 Empowering Individuals

The process of empowering individuals include an examination of their occupational roles and the requisite competencies they must possess. The implementation of training and development activities is accompanied by the provision of opportunity and delegation of power to the personnel involved (Conger & Kanungo, 1988; Sparrowe, 1994; Siegall & Gardener, 2000). This also entails acknowledging their holistic identities and acknowledging that they possess personal lives beyond the confines of their professional environment. Additionally, it entails taking into account the impact of individuals’ professional obligations on their personal lives, familial relationships, and other extracurricular commitments. This implies that the organisation should refrain from imposing unjustifiable requests. According to Zhang et al. (2019), it has been observed that leadership plays a crucial role in promoting creativity by empowering employees. This assertion is supported by the findings of Zhang and Bartol (2018) and Zhang and Zhou (2014), who have provided empirical evidence indicating that empowering leadership significantly influences the creative output of individuals within an organisation. According to Johnson (1994), many methods of empowering employees may be observed, as illustrated in Figure 1.

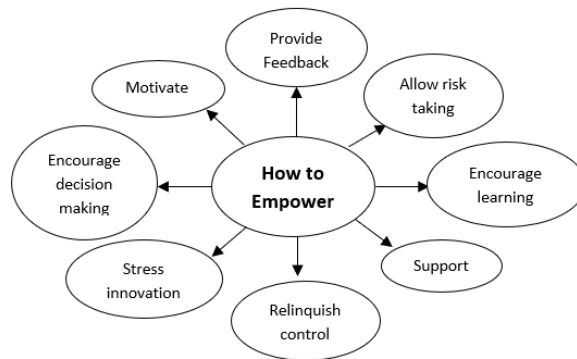


Figure 1. How Management Can Empower Employees (Adapted from Johnson, 1994)

It is important to highlight that according to Johnson (1994), empowerment is based on three critical ingredients: information, support, and resources.

Although many authors are explicit with regards to how to empower employees, the following have been cited as the benefits of empowered employees according to Johnson (1994): (1) employees are less risk averse and are more willing to suggest bolder solutions, (2) employees become more flexible, innovative, and creative, (3) there is better rapport with employees and (4) managers have more time for other tasks.

2.3 Empowerment as Job Satisfaction

Executive's respect and compensate workers for their dedication to the company through salary, advancement, job stability and employment conditions. Job background is the intensity of satisfaction that workers convey in terms of safety, incentives and quality of job, advancement, and company policy. Hill (1986) and Halsey and Halsey (1992) also found that intrinsic motivators are important to employee satisfaction, but not to extrinsic influences. Others (e.g., Lee *et al.*, 2010; Tytherleigh *et al.*, 2005) reported that factors contributing to employment conditions, such as job stability, resources, tasks, incentives, and acknowledgment, are both important and central to job satisfaction.

Worker autonomy is believed to increase job satisfaction. There has also been a heavy focus on the relationship involving cognitive control and job performance in the studies conducted by Spreitzer *et al.* (1996), Aryee and Chen (2006), Kuo *et al.* (2007), as well as by Wang and Lee (2009). Behavioral confidence, efficient contact, a culture of trust and motivation tools given by supervisors have a positive effect on job satisfaction (Babin and Boles, 1996; Yoon *et al.*, 2001).

2.4 Empowerment as Customer Focus

Customers are most affected by empowerment since it impacts customer service staff's approach. Empowered people follow company text. They follow protocols precisely. All unusual requests must be presented to top management for approval. Empowered staff will be attentive to customers' demands and aware of the company's limits.

Employees at the customer interface need support from others within the organization. Empowered employees committed to the organizations' goals will exert themselves to ensure that quality; reliability and delivery of services meet or exceed customer's requirements and expectations. Such employees will know about their customers, their needs and their circumstances, yet will exhibit some resistance to change (Kanter, 2012). They will take the trouble to draw these to the attention of other people in the organization so that changes can be made for the attention for the benefit of the customers and for the company as well. If this area of the particular concern to the organization, then moves towards empowerment should be coordinated with either focus programs or quality improvement initiatives (international standards for quality management ISO 9000 or both). Typically, customer care programs seek to take concern for the customer beyond barely meeting the immediate needs expressed by that customer (Clutterbuck and Goldsmith, 2013).

The aim is to delight the customer by ensuring that their needs are properly understood and met the first time. A successful customer care program will also increase job satisfaction within the organization. Actions by individuals at the sharp end must be backed up by a program involving senior management commitment, exploring customer needs and developing service standards. It involves attending to all contact with the customer, including the literature provided ordering, contact on the telephone, delivery people and after sale care (Rafiq and Ahmed, 1998).

3. Research Methodology

3.1 Research Design

For the intent of this research, primary and secondary data have been used in the analysis. Information that has been gathered from firsthand experience can be referred to as primary data, while information that has been gathered from a source that previously been distributed can be named Secondary information (Kabir, 2016). Primary data were collected through a questionnaire that was organized and dispersed to the specified academic staff in order to obtain the sort of evidence needed to reply to the inquiry issue, to test the theory and to assess the system or to accurately represent any occurrence. According to Siddiqui (2019), the use of primary and secondary data tools will add objectivity to data analysis by choosing the most suitable and best analytical steps. Supplementary data shows the systematic review performed in Section two.

3.2 Research Method

The quantitative research approach was utilized for this study. According to Watson (2015) quantitative research includes a variety of approaches for the comprehensive study of social phenomena through mathematical or

computational evidence. Watson (2015) further elaborates by adding that quantitative study consequently entails calculation and implies that the hypothesis under study can be evaluated. Therefore, quantitative analysis is designed to collect data utilizing dimensions, to analyze these data for patterns and interactions, and to validate the calculations made (Watson, 2015). Employee involvement is crucial, as it investigates how knowledge is transferred and shared among project teams. The literature study is aimed at identifying key elements on how to make an educational sector flourish and the research question that the study endeavors to answer is whether South African organizations should encourage empowerment as a tool for organizational effectiveness.

Computer scanning is to be carried out utilizing the South African archival and knowledge system [cabinet] to classify research-related references. A literature review is to be undertaken and knowledge outlets will include but are not restricted to, scholarly journals, published and unpublished books, the web including papers. Using the literature review, a theoretical model for evaluating a successful education system will be built through the synthesis of current theories.

3.3 Study Sample

The demographic of the sample would come from the employees of the institution, including both close support workers and academics. This selection is used to concentrate studies on a smaller number of participants who are specifically in favor of the populace that the study aims to classify. The deliberate selection method is used to create data-rich instances that explain the study (Merriam, 2002).

Research that is generally statistical in design seeks to offer such a broad view of a random sample of a diverse population (Mouton, 2001). Hair, Black, Babin and Anderson (2010) clarify that there must be a minimum of five and a maximum of 10 participants for each 'one' element or attribute in the survey. The sample questionnaire comprises of three structures, each of which has corresponding sub-dimensions. That sub-dimension should include at least three queries (items) to support an accurate and correct calculation of each sub-dimension. Consequently, a random sample of 100 survey questions was needed.

3.4 Data Collection and Analysis

3.4.1 Data Collection

Organized questionnaires were utilized assessing the following aspects – Employees’ Participation in Decision Making (PDM), Perception of Immediate Supervisor (PIS) and lastly Management of Change (MOC). The self-tailored questionnaire was founded on knowledge drawn from the literature study and research questions. Questionnaires were disseminated to all participants by email to be filled out. A closed-end questionnaire consisting of five-point Linkert scale was adopted with responses comprising of: Never (1), Almost (2), Occasionally (3), Almost Every Time (4), while Always (5) applied to PDM and Very Poor (1), Poor (2), Acceptable (3), Good (4) and Very Good (5) applied to PIS and Not Important (1), Slightly Important (2), Moderately Important (3), Important (4) and Very Important applied to MOC. A Likert scale according to (Sekaran and Bougie, 2016) is a scale designed to examine how strongly respondents agree with a statement on a five-point scale.

Table 1 below provide an extract form the questionnaire used to collect data for this study. Note that this extract only focuses on PDM, PIS and MOC.

Table 1. Extract from the Questionnaire

Participation in Decision Making (PDM)	
PDM1	Am I interested in decision making that affects my job
PDM2	I get a clearly articulated and regularly expressed position, duties, and what is anticipated of me
PDM3	Am I granted the chance to propose changes?
PDM4	I assist in determining the priorities and targets of my work.
PDM5	Suggested actions shall be taken at the lowest acceptable level
PDM6	If I need to make good decisions, I have access to information
PDM7	Since I have information access, I ought to make the right choices
PDM8	When I acquire experience, I'm given further flexibility on the task.
Perception of Immediate Supervisor (PIS)	
PIS1	My superiors respect my feedback and suggestions.
PIS2	My superiors invite me to recommend ways to enhance work quality.
PIS3	My superiors ensures that I am aware of work issues or complaints.

PIS4	My superior helps me to develop my job skills constantly.
PIS5	My superior is preoccupied with my professional development.
Management of Change (MOC)	
MOC1	Staff thoughts and views are requested whenever transition is contemplated
MOC2	I provide a vote in deciding whenever change is expected
MOC3	The effect of technological innovation on employees is often acknowledged
MOC4	Incoming developments are discussed and debated in an honest fashion
MOC5	Adequate and appropriate training is provided to people to cope with changes
MOC5	The pace of transformation in this company is accurate

3.4.3 Data Analysis

Descriptive statistics have been employed to explain background information regarding research participants using assessments of core patterns such as average, median and mode. The data was collected and examined using Social Sciences Statistical Package (SPSS) Version 25 software to assess the likelihood of incidence within the same particular issue and to create inter-item commonalities.

3.4 Validity and Reliability

To determine the reliability of the research instrument, a Cronbach’s alpha computation was conducted to determine internal consistency within the items. It is important to note that Cronbach’s alpha is a measure of internal consistency. It helps to determine how close different items of a group are interrelated and the higher the value, the higher the relation between items is. According to Maree (2007) Cronbach’s alpha provides the guiding principle below related to its coefficient: (1) 0.90 – high reliability, (2) 0.80 – moderate reliability and (3) 0.70 – low reliability. A value of $\alpha = 0.91$ was obtained in our analysis making the study highly reliable.

4. Survey Results and Discussion

4.1 Frequency Distributions on the Demographic Variable

The result from the survey shows that majority of the respondents or 53% indicated that they are within the age range between 30 to 40 years old, followed by 39% indicating that they are above the age of 40 years old and lastly 8% of respondents indicating that they are below the age of 30 years old as depicted in Table 2 and Figure 2.

Table 1. Age Frequency Distribution

Age (Year)	Freq.	Percent	Cum. Percent
Less than 30	6	8%	8%
30 ≤ age ≤ 40	36	53%	61%
40 or above	28	39%	100%
Total	72	100%	

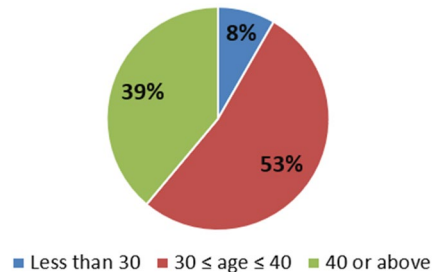


Figure 2. Age Percent Distribution

With regards to the level of education of the study participants, 38% of the respondents has indicated that they hold PhD in their respective field of expertise, followed by 33% of respondents indicating that they are currently completing their PhD qualifications. The results of the survey also showed that 19% of respondents only hold Master’s degrees in their respective field of expertise while 10% of respondents noted that they are currently completing their Master’s degree qualifications as depicted in both Table 3 and Figure 3.

Table 2. Level of Education Frequency Distribution

Type of Qualification	Freq.	Percent	Cum. Percent
Currently Completing Masters	7	10%	10%
University Masters	14	19%	29%
Currently Completing PhD	24	33%	63%
University PhD	27	38%	100%
Total	72	100%	

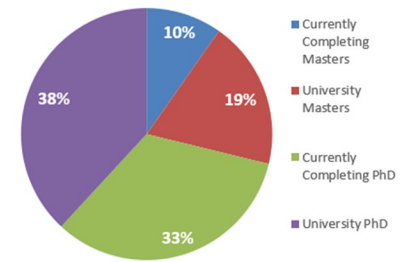


Figure 3. Level of Education Percent Distribution

The survey also assessed the number of years of service that the respondents have spent at the local institution of higher learning. The results from the questionnaire report that majority of respondents or 43% have been with the institution for more than 10 years, while only 10% of the respondents have been with the institution for less than 1 year. The remaining years of service distribution can be seen in Figure 4 below.

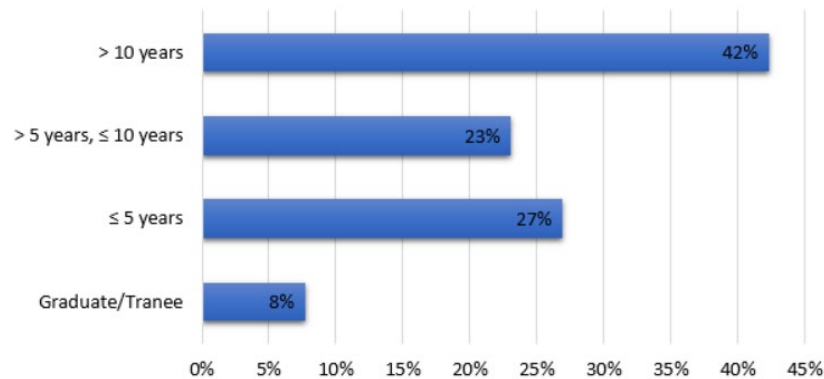


Figure 4. Years of Service Percent Distribution

The results from the Frequency distribution with medians of 1 for gender, 38.50 for age, 3.00 for level of education (Qualification) and 9 for years of service show that most respondents are males, with an average age of 39 years old, currently completing their PhD and have worked for the institution for 9 years (Table 4).

Table 3. Demographics Descriptive Statistics

	Gender	Age	Qualification	Years of Service
N	72	72	72	72
Mean	1.39	40.68	2.99	11.07
Median	1.00	38.50	3.00	9.00
Std. Deviation	0.491	9.493	0.986	7.505
Minimum	1	24	1	1
Maximum	2	58	4	25

4.2 Overall Findings of the Study and Discussion

This section of the paper presents the overall findings based on the analysis of data obtained from the survey (Table 5).

Table 5. Descriptive Statistics – Participation Decision Making (PDM) and Perception of Immediate Supervisor (PIS)

	PDM1	PDM2	PDM3	PDM4	PDM5	PDM6	PDM7	PDM8	PIS1	PIS2	PIS3	PIS4	PIS5
N	72	72	72	72	72	72	72	72	72	72	72	72	72
Mean (μ)	2.458	2.486	3.069	2.583	3.722	2.513	2.013	2.430	2.333	2.027	2.944	2.208	2.180
Std. Deviation	1.0997	1.3107	1.2817	1.1597	1.5032	1.1985	0.9713	1.1485	1.2218	1.2099	1.0991	1.1498	0.9833
Variance	1.210	1.718	1.643	1.345	2.260	1.436	0.943	1.319	1.493	1.464	1.208	1.322	0.967

Table 6. Descriptive Statistics – Management of Change (MOC)

	MOC1	MOC2	MOC3	MOC4	MOC5	MOC6
N	72	72	72	72	72	72
Mean (μ)	1.888	2.388	2.569	1.930	2.236	2.1389
Std. Deviation	1.0421	1.1451	1.1727	0.8106	0.9857	1.1171
Variance	1.086	1.311	1.375	0.657	0.972	1.248

Table 5 reports on the analysis of the data obtained from the respondents in relations to their views on their participation to decision making (PDM) and their perception of their immediate supervisor (PIS). An overall mean of $\mu_{\bar{x}} = 2.6597$ related to PDM suggests that most respondents are of the view that they occasionally participate in decision making, while an overall mean of $\mu_{\bar{x}} = 2.2289$ related to PIS suggests that most respondents feel that their immediate supervisor poorly perceive their involvement in decision making. Table 6 reports on the analysis of data obtained from respondents in relations to their views in terms of the level of importance of management of change (MOC) within the organization. An overall mean of $\mu_{\bar{x}} = 2.1921$ related to MOC indicates that most respondents feel that MOC is slightly important with regards to empowerment within the local institution of higher learning.

In general, there seems to be negative responses to the questions relating to the facets of employee empowerment and organizational effectiveness mostly regarding MOC. However, majority of employees who have participated in the study exhibit very high contextual performance behaviors in terms of interpersonal facilitation and job dedication behaviors. All the facets of employee empowerment except rewards also portray moderately low scores on the scale. Information sharing (39% of respondents indicated that they are almost and 35% of respondents indicated that they never gained access to information), training (42% of participants poorly viewed their supervisor encouraging them to continually improve their skills – PIS4) and trust (35% of respondents indicated that their supervisors poorly value their suggestions) tends to be the key contribution to total job happiness whenever staff are motivated but scored poorly. It is worth noting that the negative reactions to the compensation issue further shine a light on the significance of this dimension to staff morale in assessing total job satisfaction.

5. Conclusion and Recommendation

The study concluded that several interventions designed to address empowerment, enhanced professional development metrics and enhanced information collection methods should be used. Considering the outcomes portrayed, empowerment is a general notion that encompasses both the systemic (antecedent) and the behavioral (cognition) aspects. Whereas psychological empowerment requires to be explored at the individual basis, the background needs to be reviewed at the institutional level as well.

Evidence also suggests that a significant catalyst for any empowerment initiative is the existence of the antecedents. Businesses do need to consider the appropriate measures to identify the circumstances that can facilitate the employees' perception of autonomy. This research contributes to prior studies on this issue (Roberts *et al.* 2005; Menon and Pethe, 2002; Seigall and Gardner, 2013; Dimitriades, 2005; Samad, 2007). This study furthermore reinforces the outcomes of these studies and extrapolates them to other classes of staff.

Based on the conclusion derived from the findings of this study, the researchers make the following recommendations: (1) **Management style** – The organizational core values must be translated into the management style of the organization especially the way it deals with the employees' consistency and consideration; (2) **Employment patterns** – Regardless of the type of employment contracts (permanent, temporary or contract), the challenge would be to maintain a wholehearted commitment of all those workers in an organization, its customers and its goals; (3)

Retaining talent – The challenge with employees who are part of the modern mobile labor market and who now have the ease to find alternative employers offering more attractive reward packages, is to offer such rewarding work and a stake in the enterprise as well as a competitive reward deal; (4) **Core values** – The core values need to be spread and discussed to ensure consistency across business relationships; and (5) **Commitment** – Managers should find alternative ways to engage to commitment of the workplace.

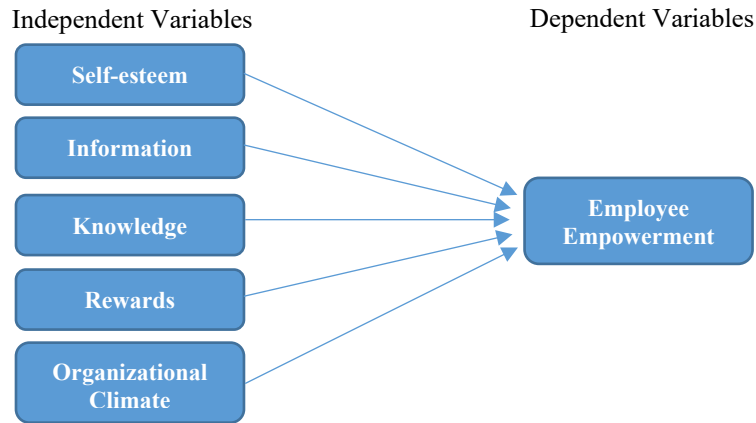


Figure 5. Proposed Framework for Successful Empowerment

The data collected in this study indicate that behavioral systemic traits including self-esteem, facts, expertise, rewards, institutional environment are a major factor in the impact of corporate empowerment as shown in Figure 5 above. If facets of the social relational attributes that employees receive are viewed as capable of fulfilling their needs and desires, they may encounter or feel a positive emotional state by being more motivated. However, future studies should be conducted not only at this local institution of higher learning, rather, using a more representative sample, with more institutions to test the above framework and provide more conclusive results.

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