



Employee Empowerment and Organisational Effectiveness in Electricity Distribution Firms in Rivers State

<p>¹Yakubu, Justina Inusah Gideon (PhD)</p>	<p>^{1&2} Department of Management, University of Port Harcourt, Choba, Rivers State, Nigeria.</p>
<p>²Offiong, Vivian Agustine (PhD)</p>	<p>^{1&2} Department of Management, University of Port Harcourt, Choba, Rivers State, Nigeria. *Author for correspondence Email: Vivian_offiong@yahoo.com</p>

ABSTRACT

This study examined the relationship between employee empowerment and organisational effectiveness in electricity distribution firms in Rivers State. The target population for this study comprises all managers and supervisors of electricity firms in Port Harcourt, Rivers State. However, accessible population was made up of thirty-five (35) employees of electricity distribution firms in Rivers State at the convenience of the researcher. Sample size of 35 was adopted from the total population drawn using census study. Two (2) testable null hypotheses were formulated and analyzed. Spearman’s Rank Order Correlation Coefficient was used to analyze the null hypotheses, with the help of Statistical Package for Social Sciences at 5% level of significance. The two null hypotheses were rejected and the alternate accepted. Indicating a significant positive relationship between the dimensions of employee empowerment (training and delegation) and organizational effectiveness. Consequently, it was recommended that management of electricity firms should; Management of electricity distribution firms should implement a comprehensive training program for leaders within electricity firms, emphasizing both technical and soft skills, and also collaborate with training institutions and industry experts to design a tailored leadership development program. Management of electricity distribution firms should ensure to foster a culture of effective delegation by providing leaders with the tools and support needed for successful task allocation and equally encourage leaders to delegate tasks based on employees' strengths and provide feedback on the delegation process.

Keywords: Organisational Effectiveness; Employee Empowerment; Training; Delegation; Leadership; Electricity Firms.

Introduction

Successful businesses have the ability to acquire and utilize resources in order to achieve their objectives (Dada et al., 2020). Coordination of efforts, commitment of workers, and collaboration among workers, management, and the community are the three pillars upon which the success of every organization rests

(Dada et al., 2020). Organizations build their structures and achieve their aims via the application of strategies. Companies check in on a regular basis to see if they're on track to meet their objectives. The efficiency of the organization is a measure of its performance (Dada et al., 2020).

On the other hand, organizational effectiveness was described by Akhighbemidu, Amah, and Okocha (2021) as the ability of an organization to achieve its goals and be very productive in terms of workforce development and resource use. The term "organizational effectiveness" was coined by Arnold (2016) and used in Dada et al. (2020) to describe how well a social structure meets its objectives with the resources it has without wasting them or putting undue stress on its members. The effectiveness of organizations is critical because people look to them for leadership (Akhighbemidu et al., 2021). Stronger leadership is a hallmark of efficient organizations (Mathur & Negi, 2010 cited in Akhighbemidu et al., 2021). According to Dada et al. (2020), the success of an organization is determined by how well it achieves its goals and missions. Organizations that are doing well are robust, successful, productive, outstanding, and stable.

The other side of this is employee empowerment, which grants workers agency and inclusion in organizational decision-making (Gorde et al., 2022). When employees care deeply about the success of the organization, it gives them more agency (Gorde et al., 2022). An organization practices employee empowerment when it grants its personnel a degree of independence and discretion in their daily tasks. According to Gorde et al. (2022), empowering employees is providing them with the resources and training they need to make wise choices. Empowerment was emphasized by researchers in order to understand leadership via work (Nayak et al., 2018; Nursalam, 2018). With autonomy over their work, the backing of their teammates, and public praise, empowered workers are more resilient in the face of adversity (Akter et al., 2023). As a kind of career advancement, it is one option for companies to consider for their workers. Employees' work lives in the organization are improved by empowerment as well.

The relationship between employee empowerment and organizational success has been the subject of several studies using various variables and constructs. These studies include works by Idua (2017), Qatawneh (2023),

Nadeem et al. (2018), Gorde et al. (2022), Akter et al. (2023), Akhighbemidu et al. (2021), and Dada et al. (2020). Research on the relationship between employee agency and organizational performance in Rivers State electricity distribution companies is lacking. According to Dabo and Ndan (2018), businesses should let employees utilize their common sense to handle day-to-day activities without micromanagement. Organizational development and success are aided by employee empowerment.

There are few empirical studies on employee empowerment and organizational effectiveness in electricity distribution firms, particularly in Rivers State, leaving a gap in the literature. Our study examines employee empowerment and organizational effectiveness electrical distribution firms in Rivers State, to address the literature vacuum.

Statement of Problem

People in Nigeria, including academics, writers, and government officials, have been discussing the underwhelming performance of the country's power industry for quite some time. Disagreement has arisen about who is to blame and where the tendency originated, claims Moyin (2012). Workers, economics, government, and consumers all agree that problems in the electricity sector are caused by employees' lack of enjoyment, attitude, dedication, and activity. Workers in Nigeria do not take pleasure in their job or their responsibilities, claims Moyin (2012).

Like the Nigerian electrical Holding Company, the electrical business lacks focus and strategy. The loss of important records and the subsequent reliance on inaccurate information has had a negative impact on the country's power business and the people who work there. Ongoing energy research is essential to identify answers to the grave problem of energy poverty in Nigeria (Edomah et al., 2021). Some publications have described the power performance as deplorable (Ebhota & Tabakov, 2018). The World Bank reports that many people do not have access to electricity, which hinders both population health and economic development (2021). No economy can thrive and prosper if the power sector is not

strategically and financially sound. Based on this, this study examines how employee empowerment affects organizational effectiveness in Rivers State electricity distribution enterprises.

Objectives of the Study

This study investigates whether employee empowerment affects organizational effectiveness in Rivers State electricity distribution enterprises. Specific goals are:

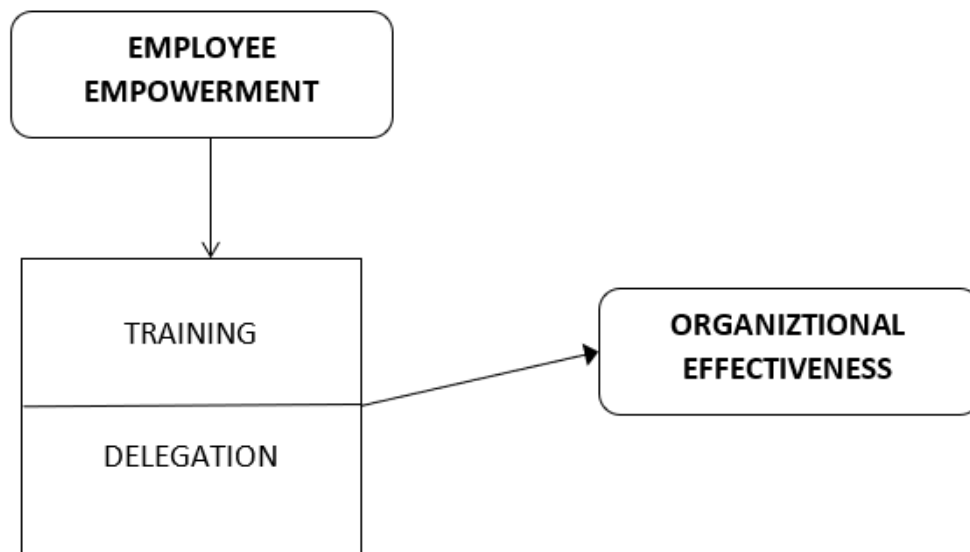
- i. Examine if there is any relationship between training and organisational effectiveness in in electrical distribution firms in Rivers State.

- ii. Examine if there is any relationship between delegation and organisational effectiveness in electrical distribution firms in Rivers State.

Research Hypotheses

H01: There is no significant relationship between training and organizational effectiveness in electricity distribution firms in Rivers State.

H02: There is no significant relationship between delegation and organizational effectiveness in electricity distribution firms in Rivers State.



Source: Adapted from the works of Qatawneh (2023)

Literature Review

Concept of Employee Empowerment

Blom et al. (2018) state that empowerment is a strategy that businesses employ in order to assist individuals in enhancing their capabilities, talents, and responsibilities. The ultimate result is that workers are able to conduct their jobs in a more effective and efficient manner. They are more involved in the success of their firm, which in turn helps them grow professionally, keep ahead of the competition, and overcome challenges both within and outside the organization (in Rumman et al., 2021). Employees who feel that they have agency in their job are more likely to be invested in the success of both their company and their employment. According to Madanat

(2018), when employees are given more agency in their work life, they report better levels of job satisfaction, creativity, and initiative with their responsibilities.

According to Vu (2020), firms often use the strategy of employee empowerment in order to enable people to have greater agency in their day-to-day work and decision-making when it comes to their jobs. According to Nouri and Mousavi's research from 2020, employers have the ability to cultivate a culture of trust and collaboration that acknowledges and encourages the individual initiative and creativity of their employees by providing them with alternatives. Tampi et al. (2022) state that one method for effectively empowering employees is to cultivate a work environment

that acknowledges and respects the unique skills and abilities possessed by each individual worker. Workers are inspired to actively participate in their workplaces as a result of the fact that decisions may be made on an individual basis. It has been suggested by Gozukara et al. (2019) that businesses have the potential to boost employee excitement and loyalty by establishing an environment that is characterized by trust and empowerment.

Training

Training usually aims to teach workers new skills or assist those who aren't performing up to par in addressing their weaknesses, say Imanaturikumwe and Abdulrazaq (2022). In order to improve workers' performance, this type of learning is done on a short-term basis and include learning new information, refining existing abilities, principles, and norms, or altering one's outlook and conduct. The most important part of strategic planning is getting the whole management team on the same page with the organization's goals, both now and in the future. When a group has agreed upon its goals and objectives, the next step is to map out a course of action to reach them. Decisions that aren't in sync with the organization's aims run the danger of squandering resources (Armstrong, 2020). Any place of employment or educational institution that is structured to facilitate the development of competences and abilities directly applicable to the job is considered a training environment. Employees receive direction and instruction on how to carry out certain duties in a training setting (Armstrong, 2020). Goals, instruction, and feedback should all be laid out in a suitable training setting. Learning in a training setting is more structured and purposeful than learning via casual observation.

Employers can achieve increased productivity and reduced supervision needs through purposeful employee training in a supportive training environment (Beuningen et al., 2018). The provision of such information, teaching, training, and supervision as is reasonably necessary to protect the health and safety of all workers at work is a fundamental aspect of management in the workplace and is enshrined in legislation. It is up to employers to use their

best judgment and analysis to determine what is necessary in terms of training, supervision, and teaching, as the Act does not prescribe any specifics. Which mandates training at hiring as well as upon exposure to new or increased dangers, lends credence to this legislative mandate. Additionally, the employee's talents must be considered. Employers are responsible for doing their own risk assessments when training is conducted in-house (Neil, 2019).

Delegation

When one person inside an organization delegates responsibility for the completion of a work to another employee within the same company, this is an example of delegation. According to Badjie (2021), delegation is the process of elevating a lower-level individual to a position inside an organization that has more power and responsibility. Employees and managers alike may reap the benefits of delegation when it enables them to take on additional duties and boosts their overall productivity. Having subject-matter specialists on staff enables organizations to make more effective use of their resources, since the tasks they are responsible for are accomplished in a more timely and effective manner. The degree to which a manager was successful in delegating duties is contingent not only on the management's approach to delegation but also on the employee's sharp eye for detail. The performance of employees is said to improve when they are given more autonomy through delegation, as stated by Vu (2020).

On the other hand, Wabomba et al. (2022) describe delegation as the method by which superiors minimize the necessity for their own contribution by providing lower-level employees greater responsibility and autonomy in fulfilling performance goals. Delegation is a strategy that is used to reduce the need for superiors to provide their own input. According to Ito and Peterson (2016), supervisors that delegate decision-making authority to their employees frequently report higher levels of productivity, improved decision-quality, and overall corporate data processing. In their 2016 study, Oloo and Orwar discovered that when decision-making is more inclusive, junior workers and the business as a whole benefit.

When it comes to cultivating employees' creative skills, one of the most effective tools available is the capacity to allocate work to employees. One must be able to think creatively and come up with fresh answers to old issues in order to be able to innovate. That no one else has considered before at all. According to Orwa (2021), having a sudden realization is not necessarily a guarantee of reaching one's goals. According to the findings of Ngugi and Bula (2019), assigning responsibilities to others is an effective strategy for gaining a competitive advantage since it facilitates performance management. It is recommended by Njuguna and Orwa (2019) that a corporation should implement the strategy of distributing tasks in order to foster an environment that is conducive to learning and to foster innovation.

Concept of Organizational Effectiveness

According to Mohamad et al. (2017), an organization's effectiveness is determined by how well it uses its resources and capabilities to accomplish both short-term and long-term goals. Some instances of effectiveness include achieving company objectives, adjusting to new circumstances, and ensuring long-term survival (Latifi & Shooshtarian, 2020). Efficiency, productivity, and work satisfaction in the near term; capacity for adaptation and development in the medium term; and sustainability in the long run are the three dimensions upon which Ajagbe et al. (2015) based their argument on effectiveness. The term "effectiveness" is defined broadly to include not only the financial value of an organization but also its internal performance outcomes, which are typically linked to more efficient and effective operations, and external measures pertaining to concerns other than economic valuation, like corporate social responsibility. This definition is advanced by Dada et al. (2020).

According to Lee (2020), an organization's effectiveness may be described as the degree to which its members believe the company has achieved success relative to major rivals in terms of market share, profitability, growth rate, and innovativeness. Your company's ability to generate sales and make a profit is just one aspect of efficacy, say Latifi and Shooshtarian (2020). Instead, it's laser-focused

on things like long-term efficacy, sustainability, care for the environment, company culture, leadership, innovation, strategy, communication, and participation.

The other side of the coin is that every organization—public or private, large or little, for-profit or non-profit—has a goal. The group then coordinates its people and material resources to reach its objective. At times, the objectives are fully realized, while at other times, they are partially or completely unfulfilled. Organizational effectiveness is defined as the extent to which an organization is able to accomplish its stated goals and objectives by making efficient use of its resources. Put simply, it refers to how well an organization meets its goals within the constraints of its resources and methods, all while minimizing burden on its members. The degree to which an organization's primary functions are carried out and completed is one definition of organizational effectiveness, which is closely linked to the performance of a successful organization (Mwai et al., 2018).

Theoretical Framework

Organizational Support Theory

Workers create an impression of their employer's concern for them and their work when they implement the organizational support hypothesis put forward by Eisenberger et al. (1986). The workers themselves shape this perception. This ensures that HR is cognizant of the company's commitment to meeting workers' socioeconomic expectations and compensating them fairly for their efforts (Worku, 2015). In 1986, Eisenberger stated this. Workers' feelings about how much the company values their work are what researchers call "perceived organizational support" (Eisenberger et al., 2002). The word is used by Varma and Chavan (2020). Employees who feel their work is appreciated and that the company cares about them as a person are more likely to obtain organizational assistance. Varma and Chavan's research from 2020 suggests that there are several ways to achieve this goal. These include offering training and knowledge, as well as providing moral support and showing gratitude. Kurtessis et al. (2017) put out the organizational support hypothesis, which states

that when businesses give their workers good resources, it makes them feel obligated to help the firm achieve its goals.

Empirical Review

Eboka (2023) investigated the relationship between employee agency and organizational performance in a sample of Asaba, Delta State, commercial banks. One of its primary objectives is to study the relationship between employee empowerment and organizational performance. Organizational effectiveness was shown to be strongly impacted by employee empowerment, according to the study. A method known as cross-sectional sampling was used. Three hundred and fifty employees of Commercial Banks in Asaba, Delta State, filled out the survey. Utilizing SPSS 23.0, the data is examined. To investigate the impacts and correlations of variables, researchers utilize linear regression and correlation analysis. Significance was achieved by every hypothesis. The study suggests that upper-level administration review performance reviews and bonuses. Provide a safe space for employees to voice their needs to management, conduct regular performance reviews, and offer emotional support.

The impact of culture, empowerment, and job satisfaction on organizational commitments was investigated by Wahyudin, Hadjar, and Yusnita (2021). Using a path analysis, the researchers at CV. Tirta Usaha Bogor analyzed data from 140 employees to determine the relationship between organizational commitment, empowerment at work, and job satisfaction. Aqua and Vit bottled water are distributed by CV. Tirta Usaha Bogor. The results show that organizational commitment is directly affected by organizational culture (0.31), employee empowerment (0.32), and job choices (0.19). There is a strong enough organizational commitment at CV. Tirta Usaha Bogor to generate enough levels of cultural devotion, employee empowerment, and work

Descriptive Analysis

satisfaction. Employees will be more loyal to the firm if they are empowered, have a positive work experience, and are part of an improved corporate culture.

How employee empowerment boosts organizational performance was investigated by Saadi and Hadada (2022). Organizational performance is enhanced by employee empowerment, according to the study. A case study was conducted by the faculty of precise, natural, and biological sciences at the University of Biskra. Organizational performance in the faculty is enhanced by employee empowerment, according to the study. The investigated faculty members' organizational performance was enhanced by training, motivation, and collaboration, but not by communications.

Methodology

It was a cross-sectional survey. Participating in this study are all supervisors and managers from energy distribution businesses in the Rivers State. A minimum of thirty-five employees from the electricity distribution organization in Rivers State were accessible. Counts were taken. We utilize this small population as our sample size because there isn't much else accessible. Primary data was utilized in the study. Because of the quantitative nature of the research, 35 (100%) of the target power distribution enterprises were surveyed using a standardized questionnaire within a given period. Distributing and retrieving copies were both handled manually through preexisting relationships in the chosen firms. We evaluated 33 copies (94.3%) for typos, missing data, and blank areas. The reliability of the survey was confirmed by using Cronbach's alpha. The internal consistency statistic Cronbach's alpha was used to confirm the reliability of the instruments. Enhanced dependability makes it more dependable. Inferential statistics were examined using the Spearman Rank Correlation Coefficient.

Table 1: Gender Distribution

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	22	66.7	66.7	66.7
	Female	11	33.3	33.3	100.0
	Total	33	100.0	100.0	

Table 1 shows 22 (66.7%) males replies and 11 (33.3%) females.

Table 2: Age Distribution

		Age_Group			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 30 years	5	15.2	15.2	15.2
	31 – 40 years	14	42.4	42.4	57.6
	41 – 50 years	10	30.3	30.3	87.9
	51 years and above	4	12.1	12.1	100.0
	Total	33	100.0	100.0	

From 20–30 to 51+, respondents were asked their ages. 14 (42.4%) of employees were between 31 and 40 years old, while 10 (30.3%) were between 41 and 50. Following this were 5 (15.2%) responders aged 20–30 and 4 (12.1%) aged 51 and older.

Table 3: Marital Status Distribution

		Marital_Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	10	30.3	30.3	30.3
	Married	23	69.7	69.7	100.0
	Total	33	100.0	100.0	

Most responders are married (69.7%) and 10 (30.3%) are single.

Table 4: Educational Qualification Distribution

		Educational_Level_and_Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSLC	8	24.2	24.2	24.2
	Diploma/NCE	5	15.2	15.2	39.4
	HND/B.Sc.	16	48.5	48.5	87.9
	PGD/Masters	4	12.1	12.1	100.0
	Total	33	100.0	100.0	

From SSLC to PGD/Masters, respondents were questioned about their greatest education. Table 4 reviewed their replies. 5 (15.2) have Diploma/NCE, 16 (48.5%) have HND/BSc, and 4 (12.1%) have PGD/Master's degrees.

Test of Hypotheses

Table 5: Relationship between Training and Organisational Effectiveness Correlations

		Training		Organisational Effectiveness	
Spearman's rho	Training	Correlation Coefficient	1.000	.895**	
		Sig. (2-tailed)	.	.000	
		N	33	33	
Organisational Effectiveness	Organisational Effectiveness	Correlation Coefficient	.895**	1.000	
		Sig. (2-tailed)	.000	.	
		N	33	33	

** . Correlation is significant at the 0.05 level (2-tailed).

Hypothesis one: There is no significant relationship between training and organisational effectiveness – Results demonstrate a strong correlation ($\rho=.895$ and $p=.000$) between training and organizational effectiveness (table 5). By proving that training does in fact correlate with organizational effectiveness, we reject the null hypothesis.

Table 6: Relationship between Delegation and Organisational Effectiveness Correlations

		Delegation		Organisational Effectiveness	
Spearman's rho	Delegation	Correlation Coefficient	1.000	.776**	
		Sig. (2-tailed)	.	.000	
		N	33	33	
Organisational Effectiveness	Organisational Effectiveness	Correlation Coefficient	.776**	1.000	
		Sig. (2-tailed)	.000	.	
		N	33	33	

** . Correlation is significant at the 0.05 level (2-tailed).

Hypothesis two: Delegation has no significant relationship with organisational effectiveness – The null hypothesis is rejected since the correlation between delegation and organizational effectiveness is significant ($\rho=.776$ and $p=.000$).

Discussion of Findings

Hypothesis one explored the relationship between training and organisational effectiveness in electricity distribution firms in Rivers State. Training does have an effect on organizational effectiveness, as the data showed, rejecting the null hypothesis in the process. Staff training that is both specific and conducted in an encouraging environment increases output while decreasing the need for micromanagement, according to research by

Beuningen et al. (2018). In order to ensure the health and safety of their employees, employers are legally obligated to provide them with the necessary information, education, training, and monitoring.

Hypothesis two explored the relationship between delegation and organisational effectiveness in electricity distribution firms in Rivers State. In favor of the alternative hypothesis, which states that delegation has an effect on organizational effectiveness, the data disproved the null hypothesis. According to Faeq et al. (2022), leaders use a variety of tactics to inspire their teams and make their objectives clear. Subtle influence and direct control are two of these methods. They also make adjustments to workplace practices, such as communication and finance, to assist employees

in achieving corporate objectives (Hameed & Anwar, 2018).

Conclusion

According to the findings of the investigation, the study comes to the conclusion that the empowerment of employees has a key influence in the improvement of the organization's overall effectiveness.

Recommendations

Following the recommendations made for Rivers State electricity distribution companies by the aforementioned study and results;

1. these companies should institute a thorough training program for leaders that has an emphasis on both hard and soft skills in order to foster better leadership development. It is suggested that associations for training and professionals in the field work together.
2. electricity distribution companies may provide their leaders with the resources they need to delegate effectively. They can also promote job sharing based on employees' skills and abilities and offer constructive criticism to help improve the process.

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