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Research Article

The Effect of Employees Empowerment on Organizational Performance: The Case of Ethiopian Telecommunication, Jimma Main Branch

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Abstract

The main purpose of this study was to evaluate how employee empowerment influences organizational performance at Ethiopian Telecommunications' Jimma main branch. This study used a quantitative research method and an explanatory research design to meet the specific study goal and answer the research inquiries. The study's target group consisted of Ethiopian Telecommunication personnel from the Jimma main branch. The data collected from 87 respondents via questionnaires were evaluated using descriptive and inferential statistics in SPSS (Statistical Package for Social Sciences). The researcher used both primary and secondary data. Using a linear regression model, the researcher used psychological empowerment, trust, employee engagement, employee training, and teamwork as independent variables to predict organizational success. The study's findings revealed that teamwork, trust, employee involvement, and staff training have a substantial impact on organizational effectiveness. Trust has a favorable, considerable impact on organizational performance. According to the research, the organization should promote teamwork and employee engagement. Top management should also recognize the importance of training in improving corporate performance and urge lower-level staff to do the same.

1 Introduction

1.1 Background of the Study

To navigate today's modest and fast-paced business landscape, organizations increasingly turn to employee empowerment as a key driver of success. Studies confirm that empowered employees contribute significantly to efficiency and effectiveness (Chen and Silverthorne, 2008), boosting productivity, achievement, and company reputation. This intrinsic motivation eliminates wasted time waiting for decisions, as noted by Klidas et

al. (2007), and positions the organization for independent growth in the market (Abid and Ahmed, 2020). Empowering employees, therefore, becomes not just a benefit but a strategic investment in the organization's future. In a globalized, dynamic business world, employee empowerment takes center stage. Psychologically empowered employees contribute more, rely less on micromanagement, and adapt readily to diverse markets (Desta and Mulie, 2024). This aligns with organizational needs: as Aragón-Correa et al. (2007) note, globalization demands flexibility and responsiveness to various audiences. Empowering employees is thus a global strategy for enhancing internal dynamics and external performance, addressing both sides of the "coin" of organizational success (Klidas et al., 2007; Noruzy et al., 2013).

Research by Chan et al. (2010) suggests that employee empowerment's impact on service quality depends on their need for achievement. Higher need for achievement weakens the positive effect of empowerment, implying a potential over-reliance on intrinsic motivation in such cases. This aligns with the broader emphasis on employee development and learning through various methods Desta and Mulie (2024) to optimize performance and achieve short- and long-term goals. Organizations granting autonomy and tailoring empowerment based on internal structures can unlock the potential of a dedicated, high-performing workforce. Empowering employees fuels organizational success through enhanced commitment and performance (Spreitzer, 2008). Internal environments fostering employee autonomy and decision-making, like those in Ethiopian telecommunication companies, see higher goal achievement and job satisfaction (Desta and Mulie, 2024). Studies worldwide (Ibharhokanrhowa, 2016; Theron, 2010; Wang and Lee, 2009) confirm this positive impact, emphasizing the critical role of empowerment in propelling organizational performance. Despite implementing practices like granting power and open communication, the lack of employee experience with actual empowerment hinders its effectiveness (Desta and Mulie, 2024). This research was prompted by this disconnect between intended and experienced empowerment at Ethiopian Telecommunication, Jimma branch.

Interviews revealed limited, unresponsive empowerment structures and policies, neglecting employee needs and psychological aspects. Therefore, the research aimed to bridge this gap and understand the true dynamics of employee empowerment in this context. This study aims to fill a knowledge gap on employee empowerment and its effects on performance, specifically at Ethiopian Telecommunications' Jimma branch. The initial interviews revealed a disparity between desired and real empowerment, as well as a lack of emphasis on employee empowerment methods. The study explores deeper, looking at the factors that influence employee empowerment and how it affects organizational performance in this specific scenario. This ground-breaking study has the ability to provide insightful information and guide strategies for optimizing staff power and improving performance at Ethiopian Telecommunications' Jimma branch.

The following research topics will be addressed in order to gain a complete understanding of the phenomenon under investigation, in the case of Ethiopian Telecommunication, Jimma's main branch, and to propose viable answers. What relationship exists between employee training and organizational performance? What is the relationship between collaboration and organizational performance? What is the relationship between employee psychological empowerment and organizational performance? What relationship exists, between employee trust and organizational performance? How does employee participation affect organizational success?

1.2 Hypotheses Development

Based on theoretical reviews and empirical findings, the researcher presents the following hypotheses:

Hypothesis 1: Employee psychological empowerment positively impacts organizational performance at the Ethiopian Telecommunication Jimma main branch.

Hypothesis 2: Employee trust positively impacts organizational performance at the Ethiopian Telecommunication Jimma main branch.

Hypothesis 3: Employee participation positively impacts organizational performance at the Ethiopian Telecommunication Jimma main branch.

Hypothesis 4: Employee training positively impacts organizational performance at the Ethiopian Telecommunication Jimma main branch.

Hypothesis 5: Teamwork positively impacts organizational performance at the Ethiopian Telecommunication Jimma main branch.

2 Theoretical literature review

Though "empowerment" as a term is recent, the concept has deep roots in management thought. While contemporary forms like psychological empowerment capture broader aspects, earlier interest focused on "situational" and "role" empowerment, particularly during the rise of scientific management (Taylor, 1911). While this approach emphasized efficiency through defined tasks, concerns emerged about its long-term impact on worker satisfaction and potential downsides of work simplification (Arnold et al., 2000). This historical context highlights the ongoing evolution of empowerment strategies and the constant pursuit of balancing efficiency with employee well-being. Criticism of scientific management during the 1920s Rose (1978) spurred research into its impact on employee well-being, funded bodies like the UK's Industrial Fatigue Research Board Wall and Martin (1987). This research, shaping what became I/O psychology and occupational psychology, advocated for broader job tasks and, more subtly, greater employee authority. This birthed interest in "role empowerment" as a counterpoint to work simplification, paving the way for job redesign and laying the groundwork for the evolution of empowerment beyond narrowly defined roles.

Though the notion of empowerment existed historically, its application in business took hold in the 1970s (Klose, 1993). Initially, related concepts like participative management, quality circles, and individual development served as stepping stones towards true empowerment. Despite its roots in participative and involvement theories Spreitzer et al. (1997), confusion arises from differing historical interpretations, like attributing Mayo's Hawthorne studies as the sole foundation of employee participation (Herrenkohl et al., 1999). This highlights the gradual evolution of empowerment terminology and underscores the ongoing discourse surrounding its origins and applications.

Tracing its roots back to the Human Relations movement (1930s), empowerment has gained momentum as a key factor in boosting employee satisfaction Korukonda and Hunt (1989) and organizational effectiveness. While the link between empowerment and job satisfaction is generally positive, research by Dickson and Lorenz (2009) revealed nuanced connections. Meaning, impact, and self-determination dimensions of empowerment consistently boost job satisfaction, unlike competence. However, studies like Carless (2004) and Liden et al. (2000) show varying degrees of association between specific empowerment aspects and different outcomes, highlighting the need for further investigation into these complex models of Employee empowerment. Employee empowerment models have been established by researchers such as Conger and Kanungo (1988), Menon (2001), Spreitzer (1995), and Thomas and Velthouse (1990a) among others. Here's a summary of these models.

2.1 Empowerment in the view of Conger and Kanungo

Conger and Kanungo (1988) proposed the concept of psychological empowerment, arguing for the promotion of employee self-efficacy while criticizing the narrow focus on power sharing. They proposed five phases to describe empowerment as a process: Conditions of helplessness: Organizational factors like lack of shared values, poor supervision, and demotivating rewards create feelings of powerlessness. Managerial strategies: Employee involvement, goal setting, feedback, modeling, competency-based rewards, and increased responsibility empower employees. Empowerment interventions: Providing self-efficacy information through persuasion, vicarious experiences, and active attainment boosts confidence. Empowering experience: Increased personal efficacy leads to a sense of control and higher performance expectations. Employees who feel empowered take the initiative and work harder to fulfill projects.

2.1.1 *The Cognitive Model of Empowerment by Thomas and Velthouse.*

Spreitzer (1995) enhanced and operationalized Thomas and Velthouse (1990a) four-dimensional model of empowerment, resulting in a widely used scale. Spreitzer's scale, which renamed "meaningfulness" to "meaning" and "choice" to "self-determination," measured impact, competence, meaning, and self-determination as distinct but complementary components of overall psychological empowerment. Her research confirmed a positive link between these dimensions and managerial effectiveness. These core concepts offer a valuable framework for understanding and measuring employee empowerment across various organizational contexts.

2.1.2 *Spreitzer's Psychological Empowerment Model.*

Spreitzer (1995) improved on Thomas and Thomas and Velthouse (1990b) well-known four-dimensional model of psychological empowerment by renaming two components ("meaningfulness" to "meaning," "choice" to "self-determination") and developing a valid evaluation method. According to her research, the four components of psychological empowerment—meaning, competence, self-determination, and impact—work together to improve management performance. Additionally, found that while the absence of any dimension weakens the effect, it doesn't completely negate the overall impact. This robust and widely supported model, drawing from diverse disciplines, forms the foundation for measuring psychological empowerment in this study.

2.2 Empirical literature review.

The manufacturing sector has traditionally been the focus of empirical research on employee empowerment, with few studies undertaken in the service industry. Empowerment is critical for success; however, due to the unique characteristics of service firms, where employees have frequent, direct contact with clients. Because service workers need more freedom to react quickly to customer needs, complaints, and shifting preferences, which directly affects customer satisfaction and service encounter outcomes, the application and effects of empowerment in services are very different from those in manufacturing (Zaki and Mohammed, 2018). Researchers generally agree that empowerment results in more motivated employees who can manage the customer experience, please clients, and prevent delays caused by hierarchical approvals. The service organization's structure should reflect the level of effective empowerment. The ultimate purpose of empowerment is to resist the suppression of employee capability caused by conventional management approaches (Beuren et al., 2020).

Recent research has improved our comprehension of the function of empowerment in the service industry. Chan et al. (2010) discovered that although psychological empowerment and the need for achievement are both positively connected with service quality, the need for achievement moderates the relationship between empowerment and service quality; in other words, the positive effect of empowerment decreases as an employee's need for achievement rises. According to research by Chiang and Hsieh (2012), hotel employees typically agree that they feel psychologically empowered to do their jobs, but they frequently do not perceive strong organizational support in the hospitality business.

Numerous studies conducted worldwide have demonstrated a connection between organizational performance and empowerment (Ibharhokanrhowa, 2016; Theron, 2010; Wang and Lee, 2009). Empowerment initiatives like training and development receive substantial funding from both state and private organizations in Ethiopia. However, as Desta and Mulie (2024) highlights, employees' personal reactions to these activities are a critical factor in determining their effectiveness; the sheer existence of empowerment techniques (such as delegated power and open communication) does not guarantee that employees feel empowered. There is still a sizable research deficit despite its acknowledged significance. In particular, there is a dearth of scholarly and empirical studies on how employee empowerment affects organizational performance in electric power companies, especially in Ethiopia. This emphasizes how important it is to do context-specific research in order to direct efficient management techniques in this crucial industry.

2.2.1 Conceptual framework

A conceptual framework is an analytical tool that may be modified and used in different ways. Diagrams, charts, and other visual aids are used to organize ideas and depict conceptual differences. Thus, the investigator attempts to assess the correlation between the independent and dependent variables. The conceptual framework below was developed based on a review of previous literature.

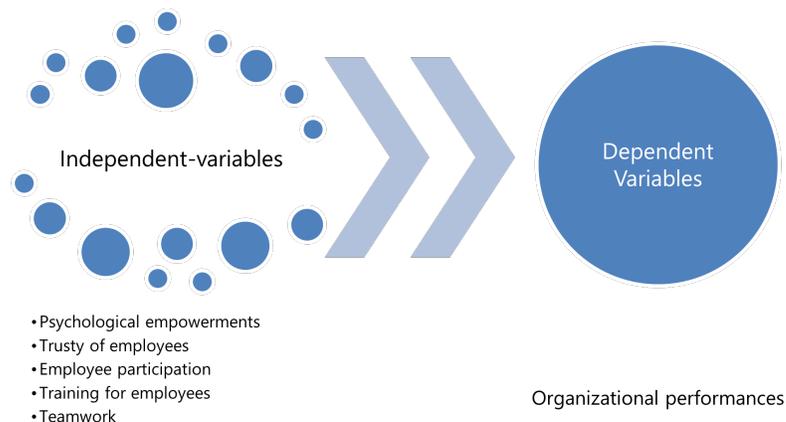


Figure 1: Conceptual framework

Source: own construct based on previous literature review.

This framework proposes that organizational performance (the dependent variable) is directly influenced by four key independent variables: psychological empowerment, trust, employee participation, training, and teamwork. The diagram illustrates a causal hypothesis: by fostering these positive workplace factors, empowered and trusted employees who participate in decisions, receive training, and collaborate in teams, the organization

will achieve enhanced overall performance. The framework, built from prior research, guides the investigation into measuring the strength and nature of these specific correlations.

3 Methodology

Jimma is the largest city in Ethiopia's Southwest Oromia Region. The Jimma Zone surrounds this one-of-a-kind location of the Oromia Region. Its coordinates are 7°40' N 36°50' E. Jimma was formally reformed as a special zone prior to the 2007 census. Jimma is a zone in the Oromia Region of Ethiopia. The name Jimma originates from the old Kingdom of Jimma, which was merged into the former province of Kaffa in 1932. The investigator adopted an explanatory research design. An explanatory research determines and explains the dependent variable (organizational performance) as well as the independent elements. A cross-sectional study is one that is undertaken all at once rather than over a period of years. An explanatory research design is appropriate for studies that establish a causal relationship between two or more variables (Creswell, 2009).

The researchers used a quantitative research approach and primary as well as secondary data sources. While the secondary data has come from the internet, magazines, journals, various articles, and books discussing the impact of employee empowerment on organizational performance at Ethiopian Telecommunication, Jimma's main branch, the primary data has come from questionnaires distributed to respondents. Given the limited size of the Ethiopian Telecommunication Jimma main branch (117 employees), the researcher wisely chose a census method rather than taking samples. This involves collecting data from all members of the target population (permanent and non-permanent employees) to analyze the relationships between employee empowerment and organizational performance. By opting for a complete enumeration, the research can achieve precise results without relying on sampling techniques often used for larger populations. This ensures an accurate representation of the entire employee group within the branch. To gather data, the researcher distributed and collected structured questionnaires from all employees (117) at the Ethiopian Telecommunication Jimma main branch. Employing a quantitative approach, the respondent data were analyzed using the SPSS software (version 20). This involved summarizing, organizing, tabulating, coding, and analyzing the data with both descriptive and inferential statistical tools.

A Pearson correlation analysis was used to investigate the strength of the relationships between the independent variables (psychological empowerment, trust, involvement, training, and collaboration) and the dependent variable. The goal of this statistical analysis is to assess how employee empowerment techniques affect organizational performance at the Ethiopian Telecommunication, Jimma main branch. A linearity test using a point plot and a normality test using a histogram were conducted before the regression analysis. The effect of employee empowerment on organizational performance was studied using regression analysis. A variety of linear regression models are used to assess the amount and direction of each independent variable:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + e_i$$

Where Y = dependent variables, x_1, x_2, x_3 are the independent variables, β_0 is the intercept, β_1 measures of change in Y with respect to x_1 , holding other factors fixed, β_2 measures the change in Y with respect to x_2 , holding other factors fixed, β_3 measures the change in Y with respect to x_3 , and e_i is the error term. Where, Psychological empowerment = PE, Trust of employees = T, Employee participation = EP, Training for employees = TE, Teamwork = TW, and Organizational performance = OP.

The regression model of this study was estimated in the following:

$$Y(OP) = \beta_0 + \beta_1PE + \beta_2T + \beta_3EP + \beta_4TE + \beta_5TW + e_i$$

4 Data Presentation, Analysis, and Interpretation

4.1 Respondents Demographic Characteristics

To meet the study's goal, questionnaires were distributed for 117 employees, and 87 (74.36%) of them were returned, which is logically acceptable. According to Nulty (2008), the response rate exceeds 70% of the total sample size and is therefore acceptable. Table 4.1 displays the respondents' gender, employment experience, marital status, and degree of education. As can be observed, 36.78% of responders were female, and 63.22% were male. This shows that men made up the majority of respondents, and given the small number of employees in this group, the table may indicate that men make up the majority of employees. In terms of age distribution, young adults aged 31 to 40 make up the majority of Ethiopian Telecommunication Jimma main branch employees (48.28%). This shows that the majority of the sample workers were young adults looking for challenging jobs, adaptability, a desire to learn more, and a dynamic work environment.

Of the respondents, 54.02% have completed their first degree. Conversely, 4.6% of those polled had a master's degree or more. As a result, the majority of the workers held first-degree educational credentials. As a result, it is possible to state that the major branch of Ethiopian Telecommunication, Jimma, employed people with a diploma or higher education. The majority of workers held a degree, indicating that they had a higher level of education, which could lead to enhanced organizational performance. Employees' employment experiences inside the current company are displayed. Approximately 47.13% of respondents stated that they had worked for less than a year, while 1.15% had worked for more than sixteen years. This shows that a substantial majority of responding employees have less than five years of experience with the current organization, which may result in poor performance. Furthermore, the majority of responders (54%) were married, with only 1.15 percent divorced.

Table 1: Respondents' demographic information

Characteristics	Frequency	Percent (%)
Gender		
Male	55	63.22
Female	32	36.78
Age		
Below 30	30	34.48
31-40	42	48.28
41-50	7	8.05
Above 51	8	9.20
Education		
A diploma and less	36	41.38
First Degree	47	54.02
Masters and above	4	4.60
Work Experience		
Below 1	41	47.13
2-5	38	41.53
6-10	1	1.15
11-15	8	9.20
Above 16	1	1.15
Marital status		
Single	41	51.72
Married	45	42.53
Divorced	1	1.15
Widow	0	0.00

Source: Computed from own survey data, 2023

Table 2: Descriptive statistics of variables

Variables	Obs.	Mean	Std. Dev.	Max	Min
Organizational performance	87	3.61	0.95	5	1
Trust	87	3.85	1.06	5	1
Psychological Empowerment	87	2.91	0.94	5	1
Employee participation	87	2.83	1.27	5	1
Training for employees	87	2.39	1.01	5	1
Team work	87	3.11	1.01	5	1

Source: Computed from own survey data, 2023

4.2 Reliability analysis of the study instruments

When developing a questionnaire, reliability analysis assesses the internal consistency, stability, or dependability of a group of items. Cronbach's alpha coefficient was used to assess questionnaire consistency. The reliability test found six independent variables with alpha values greater than 0.7. Organizational performance has the highest alpha value (0.853), whilst trust has the lowest (0.703). According to Nunnally (1978), an alpha score better than 0.70 is normally considered good. This study's model included five explanatory variables to investigate their impact on organizational performance.

Table 3: Reliability of the instrument

Variables	Observation	Cronbach's alpha
Organizational performance	87	0.853
Psychological Empowerment of employee	87	0.823
Trust	87	0.703
Employee participation	87	0.711
Training for employees	87	0.712
Team work	87	0.732

Source: Computed from own survey data, 2023

4.3 The Relationship between Organizational performance and explanatory variables

This section uses Pearson correlation to describe the relationship between explanatory variables and organizational performance. Taylor's (1990) guidelines were followed in order to better comprehend the strength of correlations between variables. He categorizes the correlation coefficient (r) as follows: Correlation values < 0.35 indicate low or weak correlation, $0.36-0.67$ suggest mild or moderate correlation, $0.68-0.89$ indicate strong or high correlation, and r coefficient ≥ 0.90 indicates very high correlation. Once again, the two variables are negatively associated if the correlation coefficient is between -1 and 0 . This criterion is applied in each dimension to help comprehend and explain the outcome. Pearson correlation is a statistical computation that examines the relationship between two variables. It is determined by dividing the average product of two variables' deviation scores by the product of the Employee psychological empowerment and organizational performance were found to be connected. Table 4.4 indicates a positive and significant ($p < 0.003$) correlation between employee psychological empowerment and organizational performance. However, the relationship is weak, with a value of 0.292 . The study found substantial connections between employee participation, training, teamwork, and organizational performance ($r = .680^{**}$, 0.643^{**} , and 0.518^{**} , respectively, at $p < 0.01$) standard deviation. Furthermore, it is a very useful technique to summarize the relationships between the variables.

Table 4: Correlation Matrix

Variable	Measure	OP	PEE	TR	EP	ET	TW
OP	Pearson Corr.	1	.292**	.239*	.680**	.643**	.518**
	Sig. (1-tailed)		.003	.013	.000	.000	.000
	N	87	87	87	87	87	87
PEE	Pearson Corr.	.292**	1	-.002	.140	.049	.404**
	Sig. (1-tailed)	.003		.493	.098	.325	.000
	N	87	87	87	87	87	87
TR	Pearson Corr.	.239*	-.002	1	-.172	.327**	.592**
	Sig. (1-tailed)	.013	.493		.055	.001	.000
	N	87	87	87	87	87	87
EP	Pearson Corr.	.680**	.140	-.172	1	.301**	.020
	Sig. (1-tailed)	.000	.098	.055		.002	.428
	N	87	87	87	87	87	87
ET	Pearson Corr.	.643**	.049	.327**	.301**	1	.656**
	Sig. (1-tailed)	.000	.325	.001	.002		.000
	N	87	87	87	87	87	87
TW	Pearson Corr.	.518**	.404**	.592**	.020	.656**	1
	Sig. (1-tailed)	.000	.000	.000	.428	.000	
	N	87	87	87	87	87	87

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Source: Computed from own survey data, 2023

4.4 Econometric Analysis

The impact of employee empowerment on organizational performance was investigated using a linear regression model. Before doing regression, we examined the model and model-fitting information assumptions.

4.4.1 Diagnosis Tests

Prior to employing the regression analysis, a few tests were performed to ensure that the data met the regression analysis assumptions.

Normality test

Skewness the Kurtosis normality test was used to check whether the residuals are regularly distributed. The skewness, or chi (2), is 0.1426. To avoid rejecting the null hypothesis of normality at the 5% level, the p-value presented at the bottom of the normality test screen must exceed 0.05. As a result, we conclude that the model's error terms in this inquiry are regularly distributed.

Test for Heteroskedasticity

The heteroskedasticity problem has been recognized to ensure that standard errors are not skewed and that any conclusions drawn are not misleading, as well as to improve the model's performance. The test's null hypothesis states that there is no misspecification problem and that the errors are homoskedastic and independent of the regressor. The

Breusch-Pagan test was used to assess heteroskedasticity. The decision rule specifies that if the test's p-value is less than any of the selected significance levels of 1% and 5%, there may be a heteroskedasticity issue; if it is more than any of the selected significance levels of 1% and 5%, there may not be a heteroskedasticity issue. With one degree of freedom and a chi-square p-value of 0.0805, the Breusch-Pagan Test yields a chi-square of 3.06. The chi-square p-value of more than 5% implies the null hypothesis that the residuals are homoskedastic at 1%, and the 5% significance level is not rejected. As a result, the model's residuals do not exhibit heteroskedasticity.

Table 5: Breusch-Pagan / Cook-Weisberg Heteroscedasticity Test

Statistic	Value
$\chi^2(1)$	3.06
Prob > χ^2	0.0803

Multicollinearity

The linear regression model also assumes that there is no multicollinearity. Multicollinearity is defined as a significant association between two or more independent variables. Five independent variables were tested for multicollinearity using correlation coefficients and the variance inflation factor (VIF). VIF's mean value is 2.28, which is less than 10. This proves that multicollinearity issues do not exist.

Table 6: Correlation Matrix

Variables	TW	ET	TR	PEE	EP
TW	1.0000				
ET	0.6778	1.0000			
TR	0.5811	0.3366	1.0000		
PEE	0.4067	0.0529	-0.0044	1.0000	
EP	0.0934	0.3249	-0.1280	0.1546	1.0000

Source: Computed from own survey data, 2023

According to [Pallet \(2005\)](#), multicollinearity develops when independent variables are highly correlated ($r=0.9$ or above). The correlation coefficient between the variables is less than the cut point (0.9), as indicated in Table 4.5 above, showing that no multicollinearity exists. Thus, the final model consisted of five independent variables: employee psychological empowerment, trust, employee engagement, employee training, and cooperation.

Autocorrelation Test

One of the main assumptions of the linear regression model is that the random error components or disturbances are distributed uniformly and independently. Even if serial correlation exists in time series data, the Durbin-Watson test in SPSS was employed to investigate it, as autocorrelation is one of the linear regression assumptions. The Durbin-Watson test statistic, d , ranges between 0 and 4. Positive autocorrelation is closer to zero, and negative autocorrelation is closer to four. A d -value of 2 indicates no autocorrelation. Around $d = 2$, there is a soft cushion where autocorrelation exists but is not severe enough to require remedial intervention. As a result, any d value between 1.5 and 2.3 can be read as indicating either no or ignorable autocorrelation. The Durbin-Watson test results from the regression output show a value of 2.3. Because its value is relative to 2, the DW tests show no autocorrelation.

4.5 Multiple Regression Analysis

This section presents all of the empirical findings from the regressions. The statistical relationship between employee empowerment characteristics and organizational performance was determined in this study using multiple linear regressions. When each independent variable varies by one unit, linear regression is used to calculate the average change in a dependent variable. The determination coefficient R is a measure of how much of the variance in dependent variables around their mean can be explained by independent or predictive variables. The study's goal is to determine the independent variable's relative significant influence on the dependent variable; in other words, a higher R value suggests that the regression equation has greater explanatory power.

Table 7: Summary of Parameter Estimates (Dependent Variable: OP)

OP	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
PEE	0.0514	0.0333	1.54	0.127	-0.0149	0.1176
TR	0.0624	0.0359	1.74	0.086	-0.0092	0.1338
EP	0.5173	0.0577	8.96	0.000	0.4024	0.6322
ET	0.1113	0.0337	3.38	0.001	0.0443	0.1783
TW	0.1144	0.0567	2.02	0.047	0.0017	0.2272
_cons	0.1614	0.2313	0.70	0.487	-0.2988	0.6218
Number of obs = 87					R-squared = 0.7594	
F(5, 81) = 51.13					Adj R-squared = 0.7445	
Prob > F = 0.0000						

The coefficient of determination, or R², is the percentage of a change in the dependent variable that can be explained by a change in the independent variables. Furthermore, it clarifies the level of explanatory strength. If there is no explanatory power (R-squared = zero). This means that the change in the independent variables cannot be utilized to measure any change in the dependent variable. There is no need for an estimated equation. If the total explanatory power (R-squared) is one. This means that the change in the independent variables can fully explain the change in the dependent variable. However, the adjusted R-squared is a modified R-squared that takes into consideration the model's predictor count. Only when the additional term improves the model more than would be expected by chance does the adjusted R-squared increase. When a predictor improves the model less than is expected by chance, it falls.

In this investigation, both R-squared and adjusted R-squared appear to be better, and the coefficient estimates are significant because all but one have p-values less than 0.1. The results show an adjusted R-squared of 0.744. This means that the change in independent variables can explain for 74.4% of the change in the dependent variable, implying a linear link between organizational success and employee psychological empowerment, trust, engagement, training, and collaboration. However, other factors may account for 25.6%. This suggests that the independent factors offer a compelling explanation for the dependent variable.

Furthermore, it has an acknowledged 74.4% greater explanatory power. As a result, it is beneficial to show how the independent variable influences the dependent variable in the sample, but the corresponding P-value from the F-statistic can be used to show the overall importance for the population. The regression table above shows that a p-value less than 5% is very significant for both the model and the population inference. The model in this study looks to be good overall, as it passes all diagnostic tests and regression assumptions. The researcher discovers variances in the coefficients and relevance of the elements influencing organizational performance, as predicted. Using the previously given estimation result, the following estimated regression function is obtained.

Estimated Equation:

$$Y = \alpha + \beta_1\text{PEE} + \beta_2\text{TR} + \beta_3\text{EP} + \beta_4\text{ET} + \beta_5\text{TW} + \varepsilon$$

Substituted Coefficients:

$$Y = 0.1614 + 0.0513\text{PEE} + 0.0624\text{TR} + 0.5173\text{EP} + 0.1113\text{ET} + 0.1144\text{TW} + e$$

Thus, this regression equation can be used to predict the value of the dependent variable based on a set of values for the independent variables. The regression coefficient for employee trust (β_2) = 0.062 in the equation above indicates that a one unit increase in trust improves organizational performance by 0.062, holding other variables constant. If all other parameters remain constant, the regression coefficient for employee participation (β_3) = 0.517 shows that a one unit increase in employee participation enhances organizational performance by 0.517 holding other variables constant. If all other parameters remain constant, the regression coefficient for employee training (β_4) = 0.111 shows that a one unit increase in employee training enhances organizational performance by 0.111 holding other variables constant.

When all other parameters are maintained constant, the regression coefficient for employee teamwork (β_5) = 0.1144 shows that a one unit increase in employee cooperation improves organizational performance by 0.1144. At the 10% level of significance, regression analysis shows that trust has a significant and positive impact on organizational performance. The results show a positive coefficient of 0.624 and a p-value of 0.086. This suggests that a growth in trust will significantly increase employee satisfaction. The findings are congruent with those of [Chan et al. \(2010\)](#), [Chiang and Hsieh \(2012\)](#), and [Salamon and Robinson \(2008\)](#). There is a direct link between greater felt trust and organizational performance. Despite the fact that the firm followed a consistent approach to processes such as hiring and training across all sites, perceptions of management's trust varied throughout the organization.

Team performance is enhanced by a culture of trust in the workplace, yet this calls for positive communication. Senior management must explain the organization's goals and mission to every employee so that everyone knows how to contribute to its success. Establishing the culture and providing workers with the information they need to make decisions that align with the organization's overarching objectives depend heavily on communication. Every employee must be able to offer suggestions and possible fixes for issues that could have an impact on clients. Because of this, it is widely acknowledged that trust significantly and favourably affects organizational performance. Employee participation of 1% has a strong favourable influence on organizational performance ($p < 0.001$). The coefficient value is 0.5173, which is positive. Employee participation refers to an employee's involvement in shared decision-making at work. Organizational performance can be improved if employees are given the opportunity to participate in decision-making based on their abilities. Employees that participate in organizational activities, such as decision-making processes, take their jobs more seriously, become more loyal to the company, and give managers with a means of increasing employee satisfaction. Finally, employee participation boosts a company's productivity and competitiveness by encouraging employee loyalty. The findings are similar with [Chekole \(2021\)](#), [Sagie and Aycan \(2003\)](#), and [Witte \(1980\)](#).

Psychological empowerment shows weak correlation and limited regression significance with organizational performances. This weaker correlation may stem from centralized structures in public enterprises. In such contexts, formal empowerment can be constrained by rigid hierarchies and limited real autonomy, diluting its impact on performance. This aligns with research noting the "paradox of empowerment" in bureaucratic systems ([Cho and Faerman, 2010](#)).

Furthermore, this finding is consistent with [Williamson \(2008\)](#). This study concludes that employee engagement allows individuals to use their intellectual abilities, which leads to better decisions for the organization and improves organizational performance. Consequently, the study's hypothesis is approved. Employee training has a considerable beneficial impact on organizational performance ($p < 0.01$), with a coefficient of 0.1113. The findings are congruent with [Mukwakungu et al. \(2018\)](#). Employee participation will improve as a result of training, raising their self-esteem. Total quality, decision-making, customer service approaches, and employee relationships should all be addressed in training. Staff training has been connected to a variety of benefits, including lower costs, fewer absenteeism and turnover, higher revenues, employee contentment, and flexibility. As a result, it is considered that staff training has a significant and positive impact on organizational performance.

Teamwork is also regarded to be an explanatory factor. Teamwork is the process of working together as a group to achieve a common goal. Teamwork has a significant beneficial impact on organizational performance at 5% ($p < 0.047$), with a positive coefficient of 0.1144. The findings are consistent with earlier studies. Employee empowerment is one technique for improving workplace cooperation ([Parker et al., 1994](#)). Employees who are properly empowered can assist their organization in boosting customer loyalty, profitability, and quality, and cut costs ([Parker et al., 1994](#)). Giving empowered groups immediate access to data, control, recognition, rewards, and training is likely to result in responsible teams that successfully implement strategies to achieve the organization's goals. Over the last decade, social and hierarchical doctors have given collaboration a lot of thought ([Guzzo and Shea, 1992](#)).

5 Summary of major findings

5.1 Findings

The purpose of this study was to assess the impact of employee empowerment on organizational performance. This goal was met by employing questionnaires to collect primary data from Ethiopian Telecommunication Jimma main branch employees. To achieve the goal, the researcher employed the census method, and the data were analyzed using a linear regression model in SPSS version 20. In this study, both the R-squared and the adjusted R-squared appear to be higher, with the adjusted R-squared measuring 0.744. This means that the change in independent variables can explain for 74.4% of the change in the dependent variable, implying a linear link between organizational success and employee psychological empowerment, trust, engagement, training, and collaboration. However, additional factors may account for 25.6%. This suggests that the independent factors offer a compelling explanation for the dependent variable.

Furthermore, it has an acknowledged 74.4% greater explanatory power. As a result, it is beneficial to show how the independent variable influences the dependent variable in the sample, but the corresponding P-value from the F-statistic can be used to show the overall importance for the population. The study's findings indicate that trust, staff involvement, employee training, and teamwork all have a substantial impact on organizational performance. Trust has a favourable, considerable impact on organizational performance. According to the research, the organization should promote teamwork and employee engagement. Top management should recognize the importance of training in enhancing organizational performance and encourage lower-level staff to do the same. The model in this study looks to be good overall, as it passes all diagnostic tests and regression assumptions.

5.2 Conclusions

Organizations seek to improve the effectiveness of human resources by applying management applications that achieve optimal resource utilisation in light of global competitiveness and rapid changes in the business environment. This study used a linear regression model to look at how employee psychological empowerment, trust, engagement, training, and teamwork affect organizational success. Likert scales were used to assess organizational performance (the outcome variable). The study's findings indicate that trust, employee involvement, staff training, and teamwork all have a substantial impact on organizational effectiveness. There is a direct link between greater felt trust and organizational performance. Trust has a favourable, considerable impact on organizational performance. Their performance as individuals and as a team is influenced by their lack of trust in the organization, which also affects their level of involvement and commitment to their work. Managers and employees will have a high level of trust if it is consistent and high, and this will influence how passionate they are about their work. They will subsequently be able to work more productively, allowing them to advance within the organization. Trust has a favourable impact on a company's performance.

Employee participation has been proved to have a favourable and significant impact on organizational success. Raising employee engagement improves the organization's ability to plan work in independent decision-making teams, and vice versa. The statistically significant correlation suggests that systemic and integrated approaches, rather than partial solutions, are required for the implementation of employee engagement programs. Employee training has been shown to have a considerable positive impact on organizational performance. Employee training has an impact on the organizational effectiveness of Ethiopian Telecommunication's Jimma main branch. Ethiopian Telecommunication Jimma main branch staff' skills, knowledge, and capacities would undoubtedly improve with frequent training. As a result, trained employees will apply their knowledge, skills, and talents to boost commitment, productivity, and efficiency, resulting in high-quality services for the organization's clients. Collaboration is another factor. Teamwork has been shown to have a considerable positive impact on organizational performance. Teamwork is essential for a company's effectiveness and efficiency. Effective teams foster team cohesion as members learn from one another in order to improve performance.

5.3 Recommendations

Examining the various factors that influence an organization's performance is required to improve its performance. This study looked at employee empowerment as one of the causes. Based on the main conclusion, the following policy recommendations have been proposed. According to the study, there should be mutual trust among all members of the organization, human resource processes should be correctly handled, and the HR manager should have a complete awareness of the employees' emotions and the factors that may influence their level of trust. Managers can assist employees acquire confidence by supporting them, offering shared responsibilities, reducing criticism of their performance standards, and cultivating positive interpersonal relationships inside the organization. Employee empowerment, self-managed teams, and participation in decision-making and problem-solving have become key components of organizational innovation and effectiveness in today's competitive business climate. They are becoming increasingly significant in businesses with a high concentration of knowledge workers, particularly as those organizations shift to an organic, decentralized structure. According to the findings, organizations should develop employee involvement initiatives to boost performance, growth, and competitiveness in both the domestic and foreign markets.

Top management should recognize the importance of training for the organization's success and urge lower-level employees to do the same. Top management should not hide

its support for training in this regard. Training should not be considered as a technique to demonstrate employee loyalty and partiality. Employees should be properly trained to satisfy the demands of their jobs in order to benefit the organization.

The research advises that the organization promote collaboration. Employers may be able to improve employee performance by boosting teamwork and taking actions to improve individual performance; however, they must be cautious of the amount and type of teamwork given. Employee performance is heavily influenced by cooperation activities within the organization, which are quite beneficial. Employee performance enhances organizational performance.

6 Future Direction of the Research

The findings of this study, while insightful, are limited by its cross-sectional design, sample size, and focus on a single public enterprise. Future research should seek to validate and extend these results by employing larger, randomly selected samples across diverse sectors including other public utilities, private firms, and NGOs to enhance generalizability and allow for cross-sectoral comparison. To better establish causality and understand underlying mechanisms, longitudinal and mixed-method designs are strongly recommended. Furthermore, expanding the conceptual framework to investigate dimensional-level effects and to include critical mediating or moderating variables such as organizational culture, leadership style, and reward systems would provide a more nuanced explanation of the pathways from employee empowerment to organizational performance, particularly for factors like psychological empowerment that showed a weaker relationship. Finally, research should explore additional predictors beyond the five empowerment factors examined here.

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Data Availability

Data can be made available on the behavior of the request

Declaration of interests' statement

The author declare no competing interests.

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