



**Effect of Employee Empowerment on Organizational
performance: The Case of Ethiopian Air Lines in Flight Catering
Employees**

BY:

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Advisor:

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**A Thesis Submitted to St. Mary's University School of Graduate in Partial
Fulfillment of the Requirements for the Degree of Master of Business
Administration**

June, 2022

Addis Ababa, Ethiopia

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BY: Michael Getiye

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DECLARATION

I, Michael Getiye, declare that the title “**Effect of Employee Empowerment on organizational performance: The case of Ethiopian Air Lines in Flight Catering Employees**” is my original work and has not been offered in any University, and the sources used have been appropriately acknowledged and I confidently declare that this thesis has not been submitted to any other institutions anywhere for the award of any academic degree, diploma, or masters.

Declared by:

Name: Michael Getiye

Signature _____

Date _____

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Acronyms/Abbreviation/

ANOVA	Analysis of variance
CBB	Commercial bank of Ethiopia
CBBE	Construction and business bank of Ethiopia
EA	Employee Autonomy
EAL	Ethiopian airlines enterprise.
EATA	Ethiopian Agricultural Transformation Agency
EIS	Employee information sharing
EIC	Ethiopian airlines In-flight Catering.
EM	Employee Morale
EPD	Employee participation in decision making
ERR	Employee reward & recognition
ET	Ethiopian airlines.
ETD	Employee training and development.
SBU	Strategic business unit.
SPSS	Statistical package for social sciences
SME	Small and medium enterprise
TNA	Trans nation airways
ORGP	Organizational Performance

ABSTRACT

The purpose of this research was to examine the effect of employee empowerment on the organizational performance of Ethiopian Airlines' in-flight catering. To achieve the study objectives, the researcher developed and distributed questionnaires and collected and analyzed the data with the SPSS version 22 tool by using descriptive analysis and inferential analysis. Using simple random techniques, 241 employees were chosen from a population of 604 strategic unit employees, and 219 questionnaires were collected, yielding a 90% response rate. The descriptive statistics results of the respondents show that employee empowerment factors (employee participation in decision making, training and development, employee information sharing, employee reward, and recognition, employee autonomy, and employee morale) were significantly and positively correlated with the organizational performance of EIC. The result of the regression analysis implies that the independent variables (employee participation in decision making, training and development, employee information sharing, employee reward, and recognition, employee autonomy, and employee morale) have accounted for 93.6 percent of the variance in the dependent variable. The study recommends that EIC management increase the level of employee empowerment because contributions by empowered employees are thought to have a significant impact on business productivity, revenue, and the overall effectiveness of the organization.

KEY Words: *Employee empowerment, organizational performance, Ethiopian Airlines in-flight catering.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Empowerment of people is a major contributor to the development of subordinates by allowing them to do extremely well by investing in themselves, even at the risk of making mistakes (Page; Sand Wong, 2000). Servant leadership theory emphasizes empowering employees, serving them, and is committed to cultivating them (Spear, 2004). Empowering others to act will lead followers to do a better job and be aware of their full potential (Kouzes and Posner, 2002). Successful leaders and managers help their employees feel competent. Moreover, they usually consider the interests of others (Kouzes and Posner, 2002). Goodly (2008) considered developing and empowering others as the main leadership development factors. Furthermore, he believed that servant leaders could frequently improve leadership development factors. Developing others is one of the social skills of leaders (McCauley and VanVelsor, 2004).

In the past decade, many organizations have implemented managerial approaches based on empowerment (e.g., self-managed work teams, total quality management) with the expectation that these will increase employee productivity as well as innovation (Wellins et al., 1991). The word "empowerment" refers to the motivational content of this new paradigm of management. As leadership expert Daniel Goleman points out, "the employee is a basic molecule of distributed leadership and a basic unit in which you can change norms throughout the organization." In the past, organizational researchers have focused their work on empowering management practices, including delegation of decision-making from higher organizational levels to lower levels and increasing access to information and resources for individuals at lower levels (Blau and Alba 1986).

The concept of its empowerment is defined through different aspects of research. According to Vogt and Murrell (1990), empowerment is the period of improving the decision-making ability of the employees through cooperation, sharing, training, education, and teamwork. Furthermore, Klagge defines empowerment as the activity of delegating appropriate responsibility to employees and enabling them to develop skills (Klagge, 1998). It is understood from the definitions that the cognitive aspect of empowerment consists of the improvement of the

employee's capacity within the organization and behavioral aspects in which the employee's satisfaction with his or her job and workplace environment is crucial. The behavioral aspect of empowerment can be defined as the period of encouraging and autotomizing employees to improve their decision-making skills and transfer the directive power and benefit from their ability and experience (Cacioppe, 1998). The behavioral aspect of empowerment means a distribution of power from high levels to low levels. The cognitive aspect of empowerment can be defined as the improvement of employees' opportunities to access organizational sources and information. Another aspect of empowerment is the psychological aspect. Through this aspect, the managers realize that the authority and power are transferred, and they make sure empowerment applications are perceived. However, Conger and Kanungo (1988) accept empowerment as a motivational concept and define empowerment as the improvement of employees' self-competence. Empowerment offers several benefits. It brings a sense of ownership to the employees due to the way they personalize the goals and objectives of the organization and associate their success with their abilities. Also, the performance of the employees improves as they attach self-induced rewards to their performance by making decisions about the problem and seeing the results (success) that follow.

Organizational performance is the level at which the activities serve the purpose (Akal, 1992). In other words, performance is "the real level of purpose" or "the level of effectiveness of the activity." This step shows how successful the goal is (Schermerhorn et al., 1985). According to Richard et al. (2009), organizational performance is the actual output or results of an organization as measured against its intended outputs (or goals and objectives) and encompasses three specific areas of firm outcomes: financial performance, product market performance, and shareholder returns.

Performance is individual effectiveness as an evaluation of the results of an action (Campbell 1990). Considering the definition, it is understood that performance depends on the personal traits, mental abilities, and eagerness to be integrated with the institutional purposes of each individual.

Organizational performance can be defined as "the degree to which companies achieve their business objectives" (Janepuengporn and Ussahawanitchakit, 2011). This construct is assessed essentially through financial indicators (such as profit and return on investment) or non-financial

indicators (such as customer satisfaction and quality of products and services). Deshpande et al. (1993) and Drew (1997) developed a pertinent measure of organizational performance that integrates financial and non-financial indicators. It refers to their "the degree of overall success, market share, growth rate, profitability, and innovativeness in comparison with key competitors. Therefore, this study focuses on the effect of empowering employees on the performance of Ethiopian Airlines' in-flight catering.

Employee empowerment provides significant benefits to the organization. It makes employees feel that they are vital to the success of the organization. It is also a vote of confidence in the employee's ability to significantly contribute to the organization's objectives. Employee empowerment places people at the center of the circle rather than on the fringes, and in the long run, employees will be committed to achieving organizational objectives. Employees feel most valued through empowerment, especially when they are involved in the decision-making process of the organization. This builds commitment and creates a sense of belonging. Employee empowerment builds trust, promotes effective communication, increases organizational effectiveness, and improves employee wellbeing. It improves efficiency and reduces costs. It leads employees to job satisfaction, job involvement, loyalty, higher performance, and faster service delivery to customers (Fulford and Enz, 1995). Empowered employees make quick decisions and suggestions that improve quick service delivery in their sphere of operations, which saves a lot of money and time in the organization. Sitterly, (1998) in addition, empowered employees provide exceptional customer service in several competitive markets and improve the organizations' profits through repeat business (Bourke, 1998). Employee empowerment promotes a good relationship between the employee and the customer, which results in promoting a good image of the organization in the environment. (Potochny, 1998). Furthermore, it reduces the workload of top management, improves employee training, boosts morale, fosters a competitive climate, and facilitates organizational change.

1.2. Background of the Organization

Ethiopian Airlines Enterprise (EAL) was founded on December 21, 1945, and started operations on April 8, 1946. Ethiopian Airlines is the flag carrier of Ethiopia and one of the continent's leading carriers. Operating at the forefront of technology, the airline has also become one of Ethiopia's major industries and a veritable institution in Africa. Ethiopian Airlines has come a

long way in its 75-year history to become a leading African aviation group. Ethiopian Airlines is one of the star-alien members that is fully owned by the government. Currently, the company serves more than 116 international and 23 domestic destinations. Ethiopian has been growing in leaps and bounds and has kept on introducing new aviation technology and systems, with so many firsts in the history of African aviation as an aircraft technology leader. The airline has proven to be adept in all aspects of the aviation industry, including technology leadership, network expansion, and aviation mentoring.

Ethiopian Airlines' enterprises currently own 128 aircraft and have more than 17,000 employees, including recently aligned Ethiopian airport enterprises. Ethiopian Airlines is currently implementing Vision 2025, a 15-year plan to become the leading aviation group in Africa by following its motto of Bringing Africa Together and beyond. Ethiopian is a multi-award-winning airline and has also registered an average growth of 25% in the past few years. Ethiopian International Service operates with seven business centers, Ethiopian international service, Ethiopian cargo, and logistics service, Ethiopian ADD Hub ground service, Ethiopian airport service, and Express service (domestic).

Ethiopian airline in-flight catering, (the one understudy) is one of the Ethiopian ADD Hub ground service subsections, was built in 1968 within Ethiopian premises on 3,260 square meters of land and expanded in 1986 to accommodate the growing operational needs of the company .currently the previous building of the department is renovated to work in conjunction with the newly inaugurated ultramodern catering facility built-in 2016 on 11,500 square meters The unit has more than 604 permanents and 394 temporary employees. In line with the Ethiopians 2025 vision, it is newly structured and organized in seven sub-departments namely, Manager Quality & Safety Management System, manager catering food production, manager catering operations, manager procurement, and supply chain management ET-catering, Manager Catering sales & Route catering, manager Catering operations support, and manager duty-free sales. The main function of this unit is to provide food and beverage services to ET passengers and to generate additional revenue for the airline by providing catering services to other airlines such as Emirates, Turkey, TNA, and Trans Airways. (www.ethiopianairlines.com).

1.3. Statement of the Problem

Drucker, the Father of Modern Management, noted that the only resource that every business firm or other institution has is its people, and explained that "human resources have always been critical to the success of an organization." In the modern organization, HRM policies must support empowering employees by developing their skills, engaging them in decisions in which they have expertise, and creating a culture of constant learning and improvement (Senge, 2006). Employee empowerment has become a buzzword and a recent management trend in both the public and private sectors (Pitts, 2005). Employee empowerment has received wide recognition as an important subject in management circles, mainly because it is seen as one of the fundamental elements of managerial and organizational effectiveness that increase when power and control are shared in an organization (Ergeneli et al., 2007). Thus, employee empowerment has been hailed as a management technique that can be applied universally across all organizations as a means of dealing with modern global business (Demitredes, 2005).

In many works of literature, it is emphasized that employee empowerment leads to improved productivity, performance, and job satisfaction and reduces employee turnover in organizations (Ongori, 2007). In this era of globalization, where there is high-intensified competition, challenges to providing quality products and services, and a high degree of innovation, there is a need to empower employees to respond to these changes. Similarly, empowered workforces will lead to achieving a competitive environment (Moye and Hankin, 2006). Contrary to the above, if organizations fail to empower their employees, the employees become discouraged, dissatisfied, and incapacitated in their jobs, which negatively harm the productivity or performance of the organization.

According to the preliminary observation of the research, even if the management of the EIC agrees with the importance of employee empowerment, it still lacks practical applicability and remains unresponsive to the theoretical facet of the issue. As a result, the staff of the units, especially those skilled, is seeking to change their department within the company and also want to leave and join other companies. In addition to the above, my close friend of mine himself is a staff member of EIC, and by the opportunity he has tried to discuss with his co-workers on the subject under issue, most of them agree with him as it is a burning case in other companies in Ethiopia as well as in the EIC. Keeping the above issues in view, i.e., the preliminary

observations of the research and the informal discussion with colleagues over the subject, the researcher is very interested in examining the effect of employee empowerment on the performance of the EIC.

Numerous studies have been conducted on employee empowerment, mainly focusing on western developed countries, with a lesser extent on South Africa, Kenya, Egypt, and Tunisia in Africa. Although in our country, the concept of empowerment has previously been researched under different dimensions, for instance, a study on the effect of employee empowerment practices on employee performance in an Ethiopian agricultural transformation agency by Ketema. Tesfaye (2019) revealed that there was a strong relationship between employee empowerment and employee performance. Teklewoine Kassaye (2019) researched the effect of employee empowerment on service quality and customer satisfaction in CBBE and found out that service quality is directly affected by employee empowerment while customer satisfaction is affected indirectly. GirmayAklilu, (2018) surveyed the impact of employee empowerment on job satisfaction on commercial banks of Ethiopia's Dire Dawa branch, which showed that there was a significant relationship between the two variables. Gemechu and Teklemariam (2016) also conducted a study on the impact of psychological empowerment on employees' job satisfaction in the CBB, Gedeo zone, and the findings show that the higher level of psychological empowerment perceived by the employee's results in a higher level of employee job satisfaction.

There is a clear indication from all of the above-mentioned studies that most empowerment-based studies were done in all organizations on variables such as job satisfaction, employee performance, service quality, and customer satisfaction, and few were carried out on the effect of employee empowerment on the performance of the organization in-country, and none were carried out on the one understudy, Ethiopian Airlines' in-flight catering, and this study aims to fill the gap.

1.4. Research Question

- ❖ What is the effect of employee participation in decision-making on the performance of Ethiopian Airlines in-flight catering?
- ❖ What is the effect of employee information sharing on the performance of Ethiopian Airlines in-flight catering?

- ❖ What is the effect of employee training and development on the performance of Ethiopian Airlines in-flight catering?
- ❖ What is the effect of employee reward and recognition on the performance of Ethiopian Airlines in-flight catering?
- ❖ What is the effect of employee autonomy on the performance of Ethiopian Airlines in-flight catering?
- ❖ What is the effect of employee morale on the performance of Ethiopian Airlines in-flight catering?

1.5. Objective of the Study

This study consists of both general and specific objectives

1.5.1. General Objectives

The general objective of the study was to examine the effect of employee empowerment on the performance of Ethiopian airlines in-flight catering.

1.5.2. Specific objectives

The specific objectives of the study are as follows:

- ❖ To examine the effect of employee participation in decision-making on the performance of Ethiopian Airlines in-flight catering.
- ❖ To identify the effect of employee training and development on the performance of Ethiopian Airlines in-flight catering.
- ❖ To evaluate the effect of employee information sharing on the performance of Ethiopian Airlines in-flight catering.
- ❖ To examine the effect of employee reward and recognition on the performance of Ethiopian Airlines in-flight catering.
- ❖ To evaluate the effect of employee autonomy on the performance of Ethiopian Airlines in-flight catering.
- ❖ To assess the effect of employee Moral on the performance of Ethiopian Airlines in-flight catering.

1.6. Significance of the Study

This study is believed to fill the existing management understanding gaps between employee empowerment and organizational performance in the country and has the following main significance:

The research findings serve as a useful source of information for managers, development planners, practitioners, researchers, and academicians who are engaged in service-giving sectors. It also serves as reference material for further study for those who want to research on the same or similar topics. The study may be of great importance to me as a researcher because the researcher hopes to acquire research skills that I can apply to research on other subjects, like developing questionnaires, interacting with new people, getting the necessary information, and analyzing data. The study helps the management of Ethiopian Airlines catering as well as other strategic group managers to discover the effect of empowering employees on organizational performance. This helps them come up with better empowerment techniques that result in improved organizational performance.

1.7. The Scope of the Study

The scope of the study was limited to one business unit of Ethiopian Airlines, the EIC, and the targeted population was employees of this subunit only. The target of the study was to analyze the effect of employee empowerment on organizational performance of EIC and to spot whether employee empowerment-based factors are implemented or not. Hence, the study was merely specialized in the variables: employee participation, employee training, and development, employee information sharing, employee autonomy, employee rewards, and employee morale.

1.8. Limitation of the Study

This study reported the results of the study on the effect of employee empowerment on organizational performance in a selected strategic unit of the Ethiopian Airlines enterprise, the Ethiopian Airlines in-flight catering. As a result, the study cannot be considered representative of the company's entire strategic units.

1.9. Organization of the Study

This thesis consists of five chapters. The first chapter of the study is concerned with the introductory part, whereas the second chapter is devoted to a related literature review (both theoretical and empirical) that includes a conceptual framework that is associated with employee empowerment and organizational performance. The third chapter is concerned with research methodologies. The fourth chapter presented results, a discussion, and a summary of the major findings. As for the last one, chapter five came up with conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature Review

2.1.1 Empowerment

Empowerment refers to the delegation of some authority and responsibility to employees and involves them in the decision-making process, not in mere job activities, but rather at all levels of management. In other words, it implies freedom, power, authority, motivation, and encouragement given to the employees to make decisions related to a specific organizational task. It is also called "participative management," as employees are involved in the decision-making. The purpose of empowerment is to facilitate decision-making at lower levels of the organization where the employees can offer unique ideas and suggestions about the problem being faced by the organization at a certain level. Empowerment is a crucial variable in predicting positive organizational outcomes (Seung, Gaeun, Seung, & Dong, (2016).

Numerous theoreticians within the past have argued that it is contextually and variably defined, which implies that strengthening is diversely defined depending on the individual and the context or setting from which the definition is coming from. One author's vision of empowerment may be seen by another as a mere suggestion, scheme, or program. Again, variables in the theoretical framework of empowerment may differ in their relationship amongst workers at different organizational levels. For instance, street-level bureaucrats or public servants may react differently to empowerment than managers would. However, despite the disparity in the definitions of empowerment, it is commonly noticeable from the existing definitions that the core element of empowerment involves permitting employees flexibility or authorization over certain task-related activities and inherent responsibility for the outcomes of the employee's decisions, whether taking on the job or transferring some managerial authority, ability, prerogative, and responsibility to the worker regarding his or her assigned task.

Al-Haddad and Kontour (2015) posit that the application of the empowerment process to a wide range of activities within the organization will lead to success in the long run and that it has a direct link and influence on the performance level of the employees and their quality of

fulfillment. Most of the benefits of empowerment are innovation, greater efficiency, and improved performance. Empowerment primarily refers to the prospect an individual has of choice, autonomy, responsibility, and active participation in deciding the procedures for executing their designated tasks in organizations. Employee motivation and autonomy are entrenched in empowerment practices such as enhancing knowledge and skills through education and training to advance a sense of professional responsibility (Bakker & Leiter, 2010). The practice of empowerment boosts the creativity and initiative of employees, makes them more dedicated to working and increases work satisfaction (Wang, 2012).

Empowerment advances organizational effectiveness, increases flexibility and strengthens the organization and enhances knowledge and skills (Fardin, 2012). According to Abraiz and Raja (2012), the basic components of empowerment comprise responsibility and accountability, knowledge and skills, independence, information, creativity, initiative, innovation, and power plus decision-making.

2.1.1. Classifications of Empowerment

Empowerment progresses organizational effectiveness, increases flexibility and reinforcement the organization and upgrades knowledge and skills (Fardin, 2012). According to Abraiz and Raja (2012), the essential components of empowerment comprise responsibility and accountability, knowledge and skills, independence, information, creativity, initiative, innovation, and power plus decision-making.

2.1.1.1. Psychological Empowerment

The concept of psychological empowerment construct is traceable to industrial-organizational psychology and has received much attention from researchers in many business areas. Psychological empowerment deals with the individual-level analysis of the concept and refers to an intrinsic task motivation showing a sense of self-control with an employee's work and an active commitment to one's work role or designated task (Scott, Gang, and Stephen, 2011). Lots of researchers in organizations have found that psychological empowerment can successfully inspire employees' morale, vigor, and enthusiasm for work and promote the improvement of job performance and that psychological investment influences job satisfaction and organizational commitment in employees (Omar, Moinuddin, & Al-Tobasi, 2016).

2.1.1.2. Structural Empowerment

Structural empowerment is a contextual factor that has a great impact on the cognitive elements of psychological empowerment. First defined in 1977 and upheld by Kanter in 1989, the theory of structural empowerment postulates that certain factors in a work environment can empower, encourage optimal performance, or hinder or constrain employees' ability to accomplish their designated tasks in meaningful ways. The four empowerment structures often identified include an opportunity for professional growth, learning, and development; information (access to information needed to get one's job done as well as knowledge and understanding of the organization); support for employee's responsibility and job performance; resources available for employees to execute their job; and formal and informal power of individuals within the organization (Clavelle, O'Grady, & Drenkard, 2013).

Going by Kanter's propositions, the onus on management is to create conditions for employee effectiveness by ensuring employees have access to the information, support, and resources essential to the accomplishment of their work and by providing opportunities for employees to learn, grow, and develop. Thus, employees who believe their work environment provides access to these aforementioned factors are said to be empowered (Wong & Laschinger, 2013). Research work on structural empowerment revealed that the process and structure within a health organization were related to the professional engagement of the nursing cadre (Bawafaa, Wong & Laschinger, 2015).

2.1.2. Employee Empowerment

Employee empowerment implies giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level (Bindurani, Rohidas S, and Research Scholar 2015).

2.1.2.1. Types of Employee Empowerment

According to McQuerrey (2012), there are four types of employee empowerment. The first type of employee empowerment is "decision-making empowerment." Employees are empowered to make decisions about simple workplace issues, such as what type of office supplies to order, but are required to consult a manager for larger decisions, such as whether to extend credit to a

particular customer. The second type of employee empowerment is financial empowerment. This means allowing employees to decide the best use of the budget for supporting their positions and achieving company goals. The third type of employee empowerment is time management empowerment. This refers to empowering employees to manage their time focus and more on outcomes other than on hours worked. "Shared Information Empowerment" is the fourth type of employee empowerment. When open and honest communication is promoted, employees will feel valued and important members of the small business team. They will be more likely to feel empowered to help with problem-solving and new program implementation.

2.1.2.2. Employee Empowerment Dimensions

In positive work environments, people are empowered to do their job successfully. According to the progress principle, people are happier at work when they achieve their goals (Amabile, 2011). According to Beth (2012), there are three dimensions of employee empowerment:

The first one is clarity- Making consistent progress toward meaningful goals is the first step in empowering employees. Managers can, therefore, increase the number of positive emotions experienced at work by helping people achieve their clear goals and expectations. People can only progress at work if they have a clear idea of what results they are expected to deliver. The second dimension is support.

The second step-in empowering others is to support them by providing the resources they need to succeed and removing any obstacles that may hinder progress. Finally, empowering employees requires autonomy. Empowering people means giving them the autonomy they need to do their work. According to Bianca (2012), there are five dimensions of employee empowerment. Surrender Control is the first dimension of employee empowerment. The biggest concept behind empowerment is that you are going to give up some control of decision-making to employees. She referred to the second dimension of employee empowerment as "Create Buy-In." This refers to giving people more responsibility and input into decision-making processes, which creates the opportunity for them to "buy-in" to their work. "Source New Idea" is the third dimension of employee empowerment. This involves getting employee input into as many aspects of the organization as possible, not just work processes. The fourth dimension is getting the employees' vote. In these cases, employees should get a vote on decisions that affect everyone in the company. Bianca referred to the fifth dimension of employee empowerment as

"Create Team Decisions". This dimension refers to empowering employees through work teams. For example, team members can set their goals and choose how to best accomplish them.

2.1.3. Factors that Affect Employee Empowerment

2.1.3.1. Employee Participation in Decision Making

Employee involvement or participation in decision-making is a means of involving and empowering employees on the job to use their effort towards achieving higher individual and organizational performance (Sofijanovska and Chatleska, 2013). Employee participation can also be defined as the direct participation or engagement of employees to assist an organization in fulfilling its mission statement and meeting its core objectives values by applying their innovations, expertise, and efforts to problem solving and decision making (Bullock & Powell, N.Y.). Similarly, Westhuizen (2010:11) also defined employee participation as "the entirety of forms, whether direct (personal or by the employee) or indirect (through the legislative body of the employees) by which persons, groups, or collectives shelter their welfare or throw themselves into the decision-making process." In addition, employee participation also refers to employee participation in decision-making at the firm (Busck et al., 2010). Employee involvement represents the grouping of task-related practices that aim at increasing employees' sense of participation in their workplace and their obligation to the wider firm (Bhatti & Nawabs 2011). Butali and David Njoroge (2018) suggest that management should encourage employees to give meaningful suggestions and participate more in decision-making as this enhances organizational performance. Measures should be put in place to increase employee participation and organizational commitment.

Numerous researchers have researched the relationship between employee participation in decision-making and organizational performance. For example, Irawanto (2015) examined employee participation in decision-making: evidence from a state-owned enterprise in Indonesia and showed that there is a positive, significant relationship between participation in decision-making and motivation in a state-owned enterprise in Indonesia. Similarly, Ojokuku and Sajuyigbe (2014) studied the Effect of Employee Participation in Decision Making on the Performance of Selected Small and Medium-Sized Enterprises in Lagos, Nigeria, and revealed that employee participation in decision-making has a higher influence on the organizational performance of SMEs.

Employee participation also involves the sharing of power between management bodies and workers in decision-making processes, either through direct or indirect participation. Participation in decision-making encourages the involvement of manpower at all levels of an organization to analyze problems from a different perspective, develop new strategies, and implement solutions in the workplace (Busck et al. 2010). It gives employees the chance to use their human capital, or intellectual capital, to improve the quality of decision-making in the organization.

2.1.3.2. Employee Training and Development

Employee training-is considered an effective training and development program for the improvement of the employees' performance. Training refers to bridging the gap between current performance and the desired standard performance. Training could be given through different methods, such as coaching and mentoring, peer cooperation, and participation by the subordinates.

This teamwork enables employees to actively participate on the job and produces better performance, hence improving organizational performance.

Training programs not only develop employees but also help an organization make better use of its human resources in order to gain a competitive advantage. Therefore, it seems mandatory for the firm to plan for such a training program for its employees to enhance their abilities and competencies that are needed in the workplace (Jie and Roger, 2005). Training not only develops an employee's capabilities, but it also sharpens their thinking ability and creativity, allowing them to make better decisions on time and in a more productive manner (David, 2006). Moreover, it enables employees to deal with customers effectively and respond to their complaints on time (Hollenbeck, Derue, and Guzzo, 2004). Training develops self-efficacy and results in superior performance on the job, Svenja (2007), by replacing traditional work practices with efficient and effective work-related practices (Kathiravan, Devadason, and Zakkeer, 2006).

Training is referred to as a planned intervention for enhancing the elements of individual job performance (Chiaburu and Tekleab, 2005). It is all about improving the skills that seem necessary for the achievement of organizational goals. Training programs may also help the workforce decrease their anxiety or frustration, originating with the work on the job (Chen et al., 2004). Those workers who feel unable to do a task to the desired level of performance often

decide to leave the firm (Chen et al., 2004); otherwise, their stay at the firm will not add to productivity (Kanelopoulos and Akrivos, 2006).

The greater the gap between the skills necessary and those possessed by the workforce, the greater the job dissatisfaction of the workers. Rowden (2002) suggests that training may also be an efficient tool for improving one's job satisfaction, as an employee's better performance leads to the appreciation of the top management, and hence employees feel more adjusted to their job. According to Rowden and Conine (2005), trained employees are better able to satisfy customers, and Tsai et al. (2007), employees who learn as a result of the training program show a greater level of job satisfaction along with superior performance.

According to Mahapatro (2010), as cited in MitikuEmiru (2017), employee training initiatives can transform organizations by providing extra skills to their employees, which not only increases safety and productivity, but also leads to higher job satisfaction, which shows up in better organizational performance. According to Heathfield (2012), providing the correct staff training and development at the right time brings significant benefits to the institution and improves performance. Training and development are important factors in defining an organization's optimal performance. It is a good policy for a local government organization to invest in the training and development of employees' skills, knowledge, and abilities to boost individual and, ultimately, organizational performance.

In his study on the effect of training and development on organizational performance, Ndibe, concluded that if the right employees were sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement in organizational performance.

2.1.3.3. Information Sharing Among Employees

Information sharing is an activity in which a conscious and voluntary flow of information occurs as a result of the interaction between businesses having information and those seeking to be informed in the SC. Companies in an SC can improve their common knowledge by restructuring rules regarding their co-workers (Cheung, 2005). The degree of cooperation and integration between business departments and SC members is crucial to the success of SCM. Information sharing among SC members is the most obvious indication of collaboration between chain members (McCormack et al., 2001: 33).

There is evidence in the literature that information sharing in SC has an impact on business performance. For example, Koçolu (2010) surveyed 158 companies operating in the Istanbul and Marmara Region in the manufacturing industry and found a positive, significant relationship between supply chain performance and information sharing with customers, information sharing between functions, and innovation. Bayraktar et al. (2009), using data obtained from 203 small and medium-sized enterprises operating in the metal industry and machinery, concluded in their analysis that SCM and information systems have positive effects on the operational performance of companies. In this study, the effect of the information sharing variable in supply chain management on business performance was investigated, and it was concluded that information sharing affects business performance positively.

2.1.3.4 .Employee Autonomy

Employee autonomy- is the degree or level of freedom and discretion allowed to an employee over his or her job (Hackman & Oldham, 1976). Autonomy is the degree to which a person has the freedom to decide how to perform his or her tasks. Autonomy increases motivation at work, but it also has other benefits. Giving employees autonomy at work is a key to an individual's as well as a company's success because autonomous employees are free to choose how to do their jobs and can therefore be more effective. Giving employees autonomy is also a great way to train them on the job. Chirkov, Ryan, and Sheldon (2011) define employee autonomy as the ability of the workers in an organization to control their situations in the workplace. In any business, it is important to let employees control their own input into the organization. It can have positive effects not only on the organization but also on the individual employees. It is a form of motivation. Chirkov, Ryan, and Sheldon (2011) write about an autonomous economy and note that autonomy for employees is related to self-determination and the ability to make decisions on their own. Self-determined individuals are more motivated than employees who work under tight control. When correlated as a form of intrinsic reward in an organization, giving employees autonomy brings out liveliness in their work. In essence, working without autonomy makes the environment in the organization stale or not motivating.

There is a strong correlation between autonomy in the organization and organizational performance. Rajagopal (2019) writes that self-efficacy or autonomy of employees improves work relations with organizational managers and, therefore, improves the chances of employees

having a better output. The employees have expectations that when they make suggestions, they will be heard. They make independent suggestions on how to improve the fortunes of the organizations. Motivated employees give more effort, which contributes positively to the attainment of organizational goals.

2.1.3.5. Employee Recognition and Rewards

Employee recognition is an acknowledgement that the effort that a worker puts into his or her workplace enables the organization to achieve its objectives. As noted by Banya (2017), employee recognition causes an economic increase in the performance of workers.

According to Podmoroff (2016), giving rewards for performance and off-duty perks is a good way to let the employees know that they are valued and recognized in the workplace. In addition, employees should have opportunities for a rise in the ranks provided whereby, when they put in effort, their work is recognized by an improved rank or position; for example, from a normal worker to a supervisor. Importantly, as argued by Podmoroff (2016), implementing decisions that are suggested by employees is a way of showing them that their work and decisions are important. There are specific issues that organizations should keep in mind when enhancing employee recognition. Peer-to-peer recognition, the magnification of the recognition through announcing it in public areas of the company, personalizing the recognition, and making it specific, increases the chances for the employee to perform more.

2.1.3.6. Employee Morale

Employee morale- is defined as a person's relationship with their work and their employer (Arunchand&Ramanathan, 2013). Employee morale is developed by an employee's attitude toward the organization in which he or she works and goes along with job satisfaction (Arunchand&Ramanathan, 2013). There are two types of morale: high and low. High employee morale occurs when employees are happy and content with their job and the organization they work for. This can lead to increased customer satisfaction, which, in turn, can increase profits for the organization (Vozar, 2013).

Organizations need to be concerned with employee morale because studies have shown that when employee morale is high, employee efficiency and work quality are improved (Urosevic&Milijic, 2012). This has a direct effect on whether organizations can meet their goals (Urosevic&Milijic, 2012) and remain competitive (Pane-Haden & Cooke, 2012). Another reason

to keep employee morale high is that failing to do so can harm an organization's applicant pool (Pane-Haden & Cook, 2012). If an organization's applicant pool is decreased, it may not be able to hire the talent needed to complete the job.

2.2. Empirical Study

Most of the earlier studies provide evidence that there is a strong positive relationship between employee empowerment practices and organizational performance (Purcell et al., 2003). A Study by Suresh and Jaleel (2015) on the Impact of Employee Empowerment on Organizational Performance. A Case of the Automobile Industry in Chennai, Tamil Nadu, and India It consists of 100 employee leader/employee members, where 87 have responded. It showed the high contribution of employee empowerment to organizational performance. R squared (R^2) = 78.8%, and the adjusted R^2 is nearly 78.6%. Employee empowerment and organizational performance have a 0.76 correlation coefficient. The beta coefficient of employee empowerment is .88. This indicates that employee empowerment brings enough variation in the dependent variable. The paper's major finding was that highly empowered employees are effective. That research established that there is a positive relationship between employee empowerment and organizational performance.

Moreover, the study results of Sultana et al. (2012), conducted in the telecom sector of Pakistan, state the R^2 as .501, which means that 50.1% of the variation in employee performance is brought by training programs. Further, the T-value was 8.58, which explains that training is the best predictor of employee performance. As depicted by the work of Harrison (2000), learning through training influences organizational performance through greater employee performance and is said to be a key reason for the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and actual performance is an effective way of improving employee performance (Swart et al., 2005).

The Maldogaziev and Fernandez (2011) study on empowering public sector employees to improve performance explored the link between various empowerment practices and perceived performance in federal agencies. It is found that empowerment practices aimed at providing employees with access to job-related knowledge and skills and at granting them discretion to change work processes have a positive and substantively significant influence on perceived

performance. Other empowerment practices geared toward providing employees with information about goals and performance and offering them rewards based on performance are found, however, to have little bearing on perceptions of performance.

According to Swart et al. (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborates the concept by stating that training facilitates an organization to recognize that its workers are not performing well and, thus, their knowledge, skills, and attitudes need to be molded according to the firm's needs. There might be various reasons for the poor performance of the employees, such as: workers may not feel motivated anymore to use their competencies, or maybe they are not confident enough in their capabilities, or they may be facing work-life conflict. All the above aspects must be considered by the firm while selecting the most appropriate training intervention that helps organizations solve all problems and enhance employee motivational levels to take part and meet firm expectations by showing desired performance.

As mentioned by Swart et al. (2005), this employee's superior performance occurs only because of good quality training programs that lead to employee motivation and their needs fulfillment. According to Wright and Geroy (2001), a study noted that employee competency changes through effective training programs. It not only improves the overall performance of the employees to effectively perform their current job, but also enhances the knowledge, skills, and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Employee competency grows as a result of training, allowing them to perform job-related tasks efficiently and meet firm goals in a competitive manner. However, employee performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and group dynamics. If the above-mentioned problems exist in the firm, employee performance decreases not due to a lack of relevant knowledge, skills, and attitude, but because of the above-mentioned hurdles.

To make training effective and to ensure the positive effect of training on employee performance, these elements must be taken into consideration by Wright and Geroy (2001). Bartel (1994) reports that there is a positive correlation between effective training programs and

employee productivity. However, to make it possible (Swart et al., 2005), it is the responsibility of the managers to find the factors that hinder training program effectiveness and take the necessary measures to neutralize their effect on employee performance. In addition, generally, it can be debatable that the effect of the training program on employee outcomes such as motivation, job satisfaction, and organizational commitment has not received much attention so far. A rare piece of work has been done to test whether firms can affect their workers' attitudes through proper training interventions.

According to Lang (1992), training should be planned in such a way that it results in organizational commitment. On the other hand, Gaertner and Nollen (1989) proposed that 32 employees' commitment is a result of some human resource practices, that is, succession planning and promotions, career development, and training opportunities. All these practices, when achieved, result in greater employee performance. Moreover, Meyer and Smith (2000) investigate the link between human resource management practices and organizational commitment so as to discover the causes of effective employee performance. A study on job satisfaction and job performance relationships by Judge, Timothy, Thoresen, Bono, and Patton, Gregory (2001) A qualitative and quantitative review of the relationship between job satisfaction and job performance is provided. The qualitative review is organized around 7 models that characterize past research on the relationship between job satisfaction and job performance. Research devoted to testing these models waned following 2 meta-analyses of the job satisfaction–job performance relationship. A meta-analysis was conducted on 312 samples with a joint N of 54,417. The mean true correlation between overall job satisfaction and job performance was estimated at 30. In light of these results, there is a correlation between job satisfaction and organizational performance. However, an agenda for future research on the satisfaction–performance relationship was provided.

There are the above authors can review with related topic so concerning their empirically the researcher suggested idea in light of these results, there is a correlation between job satisfaction and organizational performance.

2.3. Organizational Performance

Performance represents a state of competitiveness, attained through the level of effectiveness and productivity that ensures its strong presence in the market, considering the multiform and complex interaction between numerous factors (Dragomir&Pânzaru, 2014).

organizational performance- As defined by Richard et al. (2009), it is the outcome of input as a result of setting the goals and objectives of an organization by upholding the mission statement as the guarding principle to achieving the stated goals and consists of three specific areas of organizational outcomes: Financial performance (profits, return on assets, return on investment); product-market performance (sales, market share); and shareholder return (total shareholder return, economic value added).

The definition of organizational effectiveness or performance is a contentious issue (Mitchell, 2012). This is always conceptualized from the perspective of the researcher, the research area, the organizational perspective, and other scholars in the field of study. Organizational performance is commonly defined as the extent to which a corporation achieves its goals (Miles, 1980; Price, 1972). Organizational performance was used to determine the extent to which organizations considering social systems met their goals (Georgopoulos&Tannenbaum, 1957). Organizational performance is concerned with the extent to which public and private agencies can carry out their core mandates by carrying out appropriate administrative and operational functions in ways that seek to achieve both short-term and long-term objectives (Kim, 2005). Organizational performance is frequently a feature of internal control systems that involve periodic evaluation of performance standards and how operational objectives are met (Kloot& Martin, 2000). Organizational performance is defined by Boyne (2003) as the 3Es: economy, efficiency, and effectiveness of public services. The cost of procuring specific service inputs (facilities, staff, and equipment) for a given quality is referred to as the "economy." Efficiency is defined as the technical cost per unit of output as well as the responsiveness of services to public preferences, which results in measures of user satisfaction.

2.4. Relationship Between Employee Empowerment and Organizational performance

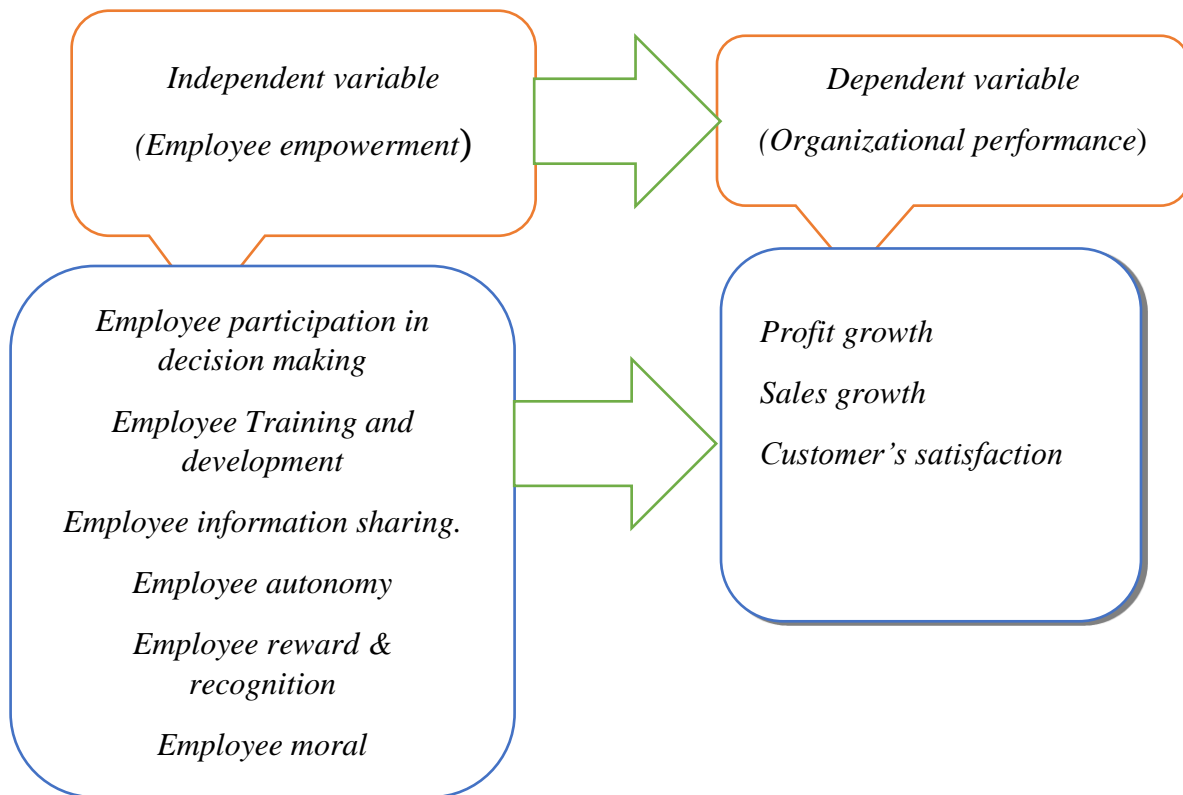
First and foremost, set goals. The more an employee understands his or her job and how the job contributes to the overall organization, the better they will be able to make decisions on their own, informed and expert decisions. Employee empowerment requires this clarity, or the decisions that get made will often be the wrong ones. Second, empowerment implies accountability, along with the freedom to make decisions. The performance management process helps to create that accountability for results and the outcomes of decisions the employee makes through ongoing communication and, of course, the performance review process. Many studies show that employee empowerment has a strong relationship with organizational performance. According to Spreitzer (1995; Kirkman and Rosen, 1999), employee empowerment has widely been recognized as an essential contributor to organizational success, with many authors observing a direct relationship between the level of employee empowerment and employee performance. Employee empowerment allows organizations to be more adaptable and responsive, which can lead to improvements in both individual and organizational performance (Dainty et al., 2002; Ozaralli, 2003; Bordin et al., 2007).

Employee empowerment brings decision-makers and employees closer together, thus shortening the duration of tasks. Any type of managerial style that can pave the way for developing the feeling of self-efficacy will yield employee empowerment. Empowered employees feel free to challenge the status quo, which is critical for companies in today's fast-changing, technology-driven environment. Employees and the companies they work for can become too complacent, doing things the way they've always done them. Unless employees feel comfortable questioning the status quo, those companies are likely to stagnate as competitors move swiftly past them (Pophal, 2010). The study conducted by Tabitha Ndegwa (2015) on the perceived relationship between employee empowerment and organizational performance concluded that employee empowerment positively and significantly influences the organizational performance of commercial banks in Kenya. Similarly, Tsala (2008) discovered that employee empowerment has a significant positive impact on the performance of the City Council of Nairobi.

2.5. Conceptual Framework

For the study, the following conceptual framework is constructed to show the relationship between the independent variable, employee empowerment factors (employee participation, employee training and development, employee information sharing, employee autonomy, employee rewards, and employee morale), and the dependent variable, organizational performance (profit growth, sales growth rate, and customer satisfaction), Therefore, the conceptual framework is articulated to show the association between employee empowerment as the independent variable and organizational performance as the dependent variable.

Figure 2. 1 Conceptual Framework of Independent variables and Dependent Variable



CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the research methodology adopted in conducting the study to achieve the study's objective, which is to assess the effect of employee empowerment on organizational performance on Ethiopian airline group in-flight catering. The chapter is thus structured into four sections: research design, target population and sample, data collection, and data analysis.

3.1 Description of the Study Area

The area of study is Ethiopian Airlines' in-flight catering, which is located in Addis Ababa City Administration at Bole international airport in Ethiopian Airlines' premises. The strategic unit has seven sub-departments, and the study covers all of them.

3.2 Research Design

The researcher uses descriptive research designs to examine the effect of employee empowerment on organizational performance in Ethiopian Airlines' in-flight catering. A descriptive design helps to accurately portray the characteristics of a particular individual, situation, or group (Creswell, 2014). The design has the advantage of producing a good number of responses from a wide range of people. At the same time, it provides a more accurate picture of events at a point in time. According to Gay (1992), descriptive design describes and provides an understanding of a phenomenon, usually with simple descriptive statistics. Gay (1992) further explained that the descriptive survey method is useful for investigating a variety of social problems, including attitudes, opinions, demographic information, conditions, and procedures, and that descriptive data is usually collected through questionnaires, interviews, or observation.

3.3 Research Approach

This study's primary focus was quantitative. However, some qualitative approaches were used to gain a better understanding and possibly enable a better and more insightful interpretation of the quantitative study's results.

3.4 Study Population

A target population is defined as a computed set of individuals, cases, or objects with some common observable characteristics of a particular nature distinct from other populations. According to Ngechu (2014), a population is a well-defined set of people, services, elements, and

events, groups of things, or households that are being investigated. The population of this research was all permanent staff of Ethiopian airline in-flight catering and was 604 in number.

3.5. Sample size

The researcher used a sample size of 241 respondents that was found from 604 employees of Ethiopian Airlines' in-flight catering, each from all seven sub-departments of the strategic unit.

3.6. Sampling Method

Taro Yamane Formula

The Taro Yamane method for sample size calculation was formulated by statistician Tara Yamane in 1967 to determine the sample size from a given population, below is the mathematician's illustration for the Taro Yamane method.

$$n=N/(1+N(e)^2)$$

Where n signifies the sample size

N signifies the population under study

e signifies the margin error

And our N=604

Then by using this formula our sample size is

$$n=604/ (1+604(0.05)^2) =604/1+604(0.05) =604/7.04=241$$

3.7. Sources of Data

The study used both primary and secondary data sources. As revealed by Roston (2017), primary data is the kind of data that has been gathered for the first time and has never been reported anywhere. For this study, the primary data was collected through questionnaires from active employees of EIC and interviews with members of the strategic unit's HR department. The secondary references was collected from different sources, such as professional journals, employee empowerment books, and previously carried out research, thesis, and articles.

3.8. Data Collection Instruments, Questionnaire

The study utilized a questionnaire as its research instrument. A self-structured questionnaire entitled "Employee Empowerment and Organizational Performance in Ethiopian Airlines' In-

Flight Catering" was the major instrument for collecting data for this study. The questionnaire was divided into two parts; part I and part II. Part I seeks information on the demographic data of the respondents, while Part II seeks information about the respondents' agreement on the statements. The respondents were advised to tick (✓) appropriately as they wished using the five (5) point modified Like rating scale of strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5)

3.9 Data Collection Procedure

This study used primary sources of data, and a questionnaire was used as a primary data collection tool. The questionnaires contained structured items that enabled the researcher to tabulate and analyze data with ease. The primary data was collected from the employees of Ethiopian Airlines' in-flight catering. The questionnaire consists of three sections. The first section represents the demographic information of the respondents. The second section represents the data on employee empowerment factors, and the final section represents the data on organizational performance. Thus, employee empowerment factors were measured using 56 items adapted from the dimensions of the employee empowerment factors survey. The measurement instruments measure six dimensions of employee empowerment factors (employee participation in decision making, employee training and development, employee information sharing, employee autonomy, employee reward and recognition, and. These organizational performance tools were used to track profit growth, sales growth, and customer satisfaction. Therefore, by using the 5-point Likert scale, the respondent's level of agreement was measured.

3.10 Method of Data Analysis

The data analysis was done by using both descriptive and inferential statistics. Descriptive statistics simply summarize the sample respondent's information, which includes frequency distributions and percentages. The descriptive statistical results are presented as tables, pie charts, frequency distributions, percentages, means, and standard deviations to provide a summary picture of the data. Inferential statistical regression was used to generalize from a sample result and also to examine the significant contribution of each independent variable to the dependent variable. Correlation and multiple regression analysis were run to see the relationships between variables and test the effects of independent variables on the dependent variable.

Furthermore, the data was analyzed using quantitative data analysis methods. Data from the questionnaires was coded and entered into the computer using the Statistical Package for Social Science version 22.

3.11. Model Specification

The researcher used the multiple regression method to analyze the result. These regression analyses were conducted to determine how much the independent variable explains the dependent variable. The regression was conducted between employee empowerment factors (an independent variable) and organization performance (a dependent variable). The regression measured the opinion of respondents on both financial and non-financial performance.

3.12. Multiple Regressions

The equation that accounts for individual explanatory variables which specifies for this particular study is given as follows.

The mathematical expression of the models is as follows;

$$Y = \beta_0 + \beta_1 X_{i1} + \beta_2 X_{i2} + \beta_3 X_{i3} + \dots + e \text{-----} (1)$$

Where

Y – Organizational performance

X_i - refers to the independent variables

β_i - refers to the value of the parameter

e - Refer to the error term

In my case the model specification was as follows $Y = \beta_0 + \beta_1 x_1$ (EPD) + $\beta_2 x_2$ (ETD) + $\beta_3 x_3$ (EIS) + $\beta_4 x_4$ (ERR) + $\beta_5 x_5$ (EA) + $\beta_6 x_6$ (EM)

$$+e \text{-----} (2)$$

Where,

Y = Organizational performance

EPD=Employee participation in decision making

ETD=Employee training and development

EIS=Employee information sharing.

ERR=Employee Reward and recognition

EA=Employee autonomy

EM=Employee moral

e= error term

Where, $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$, are the coefficients for the respective explanatory variables.

3.13. Validity and Reliability Analysis

Research should always be based on the acceptability of a measuring instrument and should be tested on the principles of adherence to the standards of perfect reliability, confirmed practicality, and verified validity.

3.13.1 Validity

Validity is defined as how much any measuring instrument measures what it is intended to measure. Bryman and Bell (2003) also suggested that the important issue of measurement validity relates to whether measures of concepts measure the concept. Measurement refers to the issue of whether an indicator (or set of indicators) that is devised to gauge a concept actually measures that concept. The contents validity of this study was addressed through a review of the literature and the adaptation of instruments used in previous research.

3.13.2 .Reliability

Reliability refers to the consistency or dependability of a measurement technique and is concerned with the consistency or stability of the score obtained from a measure or assessment over time and across settings or conditions. If the measurement is reliable, then there is less chance that the obtained score is due to random factors and measurement error (Kothari, C. R., 2004). The internal consistencies of items were measured using Cronbach's alpha technique. Cronbach Alpha is a measure of the internal consistencies of the items that together cover the specific factor.

Table3.1 Reliability test result

Construct	Number of Items	Cronbach's alpha
Employee participation in decision-making.	9	0.902
Employee training and development	7	0.731
Employee information sharing	8	0.878
Employee reward recognition	10	0.854
Employee autonomy	11	0.867
Employee Morale	8	0.751
organizational performance	9	0.909
Overall Cronbach's Alpha	62	0.906

Source: own survey, (2022)

The overall Cronbach's alpha reliability result of this study is 0.906. Using the rule of thumb of Kothari, C. R. (2004), the Cronbach's alpha value of the study is within an acceptable level.

3.14. Ethical Consideration

While conducting this study, ethical considerations were taken into account. Adequate care was taken to select the appropriate time to distribute questionnaires and to conduct an interview. At most effort, it was made to avoid circumstances such as busy and high peak office task hours and respondents were encouraged to give answers to the questions in a relaxed manner. Maximum efforts were made to make respondents feel secure and confidentiality was maintained so that no harm can happen to them. All assistance, collaboration of others, and sources from which information was drawn were acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter discussed the results of the primary data that was gathered through a structured questionnaire. The first part presents the background of the respondents and descriptive statistics of the respondents. Next, the statistical methods of analysis that were applied to answer the research questions asked at the beginning of the study, such as correlation analysis and multiple regression analysis, are discussed and presented.

4.1. Respondents rate

To collect data, 241 questionnaires were distributed to Ethiopian Airlines' in-flight catering employees who could read and understand the questionnaire. Among the 241 questionnaires distributed to employees, the researcher collected 219 properly filled questionnaires, from which the response rate was 90.9 percent.

Table 4.1 Distribution of the Questionnaire

Response	Frequency	Percent
Responded	219	90.9
Not responded	22	9
Total	241	100

Source: Own survey, 2022

4.2. Demographic Profile of Respondents

This section summarizes the demographic characteristics of the respondents that include the age, gender, educational level, work experience, and position status of the respondents. The purpose of the demographic analysis in this research is to describe the characteristics of the sample, such as the proportion of males and females in the sample, the ranges of age, education level, and the position of the respondents, so that the analysis can be more meaningful for readers.

Table 4 .2: Demographic profile of the respondents

NO	Item		Frequency	Percentage
1	Age of the respondents	18-25 years	19	8.7
		26-35 Years	133	60.7
		36- 45 Years	58	26.5
		Above 45 Years	9	4.1
		Total	219	100
2	Sex of the respondents	Male	143	65.3
		Female	76	34.7
		Total	219	100
3	Position of the respondents	Junior level	36	16.4
		Middle Level.	56	25.6
		Senior Level.	118	53.9
		Manager or Director Level	9	4.1
		Total	219	100
4	Service year of respondents	Less than 2 years	12	5.5
		2 – 5 years	51	23.3
		5 – 10 years	86	39.3
		above 10 years	70	32
		Total	219	100
5	Educational level of respondents	Certificate/TEVT	15	6.8
		Diploma.	64	29.2
		1st degree	117	53.4
		Master's degree	23	10.5
		Total	219	100

Source: Own survey, 2022

4.2.1 Age of Respondents

Regarding the respondent's age category, the above table 4.2 reveals that most of the respondents were aged between 25 and 35, as represented by 55.2% (133/241), 24.1%(58/241) of the respondents were between 35 and 45, and 7.88% (19/241) were between 18 and 25. The results also showed that only 3.73% (9/241) of the respondents were older than 45 years. The data

shows that the majority of EIC employees are young individuals who are more productive in realizing its vision.

4.2.2 Sex of Respondents

The demographic sex data of the respondents shows that out of the 143 respondents are male and 76 respondents are female. As table 4.2 shows, most respondents are males, representing 65.3 percent, while females represent the remaining 34.7 percent. This implies that most Ethiopian airlines' inflight catering employees are male.

4.2.3 Position of Respondents

Table 4.2 shows the position of respondents in the organization. Accordingly, the major respondents were senior-level employees, who represented 53.88% of the total, and the next middle-level employees, 25.6%, 16.44%, junior-level and managerial or directorial levels are 4.1% respectively. This means the senior level of employees at Ethiopian Airlines inflight catering are the majority in numbers and the managerial or director level of employees is the smallest. That means it is the normal structure of an organization (smaller number of employees from the top at the management level and a larger number of employees at the lower level)

4.2.4 Service Year of Respondents

Regarding the respondents' service year as shown in the above table 4.2, 39.3% of the respondents had serviced from 5–10 years, whereas 31.96% of the respondents had serviced for more than 10 years, and 23.3% and 5.5% had serviced in Ethiopian Airlines in-flight catering from 2–5 and less than 2 years, respectively. Generally, the respondents' profiles show a considerable issue for the study in providing valuable information. The majority of employees' working experience being less than 2 years indicates that there is a high turnover of employees in the strategic unit

4.2.5. Education Level of Respondents

As indicated in Table 4.2. The educational level of the sample population shows that the majority of the respondents are first degree holders (53.42%), and (29.22%) of the respondents have a diploma, 10.5% have a masters, and the remaining 6.9% of the respondents have a certificate. This implies that most Ethiopian airlines' in-flight catering employees are well educated and qualified.

4.3. Descriptive Analysis

To see the agreement level of the selected respondents on the employee empowerment practice of the EIC management, the researcher has classified their agreement into five rating points of the Likert scale and summarized the measures with their respective means and standard deviations. Thus, the mean indicates to what extent the sample group averagely agrees or does not agree with the different statements. According to AlSayyad, Rabea, and Samrah (2006), as cited by Hamelmal Ashenafi (2018), the mean score of 1 up to 1.8 is considered very low, the mean score from 1.8 up to 2.6 is considered low, the mean score from 2.6 up to 3.4 is considered moderate, the mean score from 3.4 up to 4.2 is considered high, and the mean score from 4.2 up to 5.00 is considered very high. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, the standard deviation shows the variability of an observed response from a single sample. Festinger, Dematteo, and Marczyk (2005).

4.3.1. Employee Participation in Decision Making

In this section of the questionnaire, I tried to assess the opinions of respondents related to the effect of EPD on organizational performance. It was developed from five items using the Likert Scale. The following table shows the mean and standard deviation distribution of participants' responses to questions related to employee participation in decision making.

Table 4 .3. Descriptive analysis of employee participation in decision making.

EPD	Employee participation in decision making	N	Mean	Std. Deviation
EPD1	I am involved in making decisions that affect my work.	219	3.8995	.74128
EPD2	I am allowed to suggest improvements	219	3.7900	.85761
EPD3	I participate in setting the goals and objectives of my job.	219	3.5251	.85834
EPD4	As an expert, I am allowed more latitude on the job.	219	3.7671	.92648
EPD5	The management encourages team building (working teams)	219	3.5068	.93539
EPD6	Employees are not encouraged to contribute work-related ideas through formal suggestions programs or quality cycles.	219	4.38	.923
EPD7	Team working increases ownership in decision-making and enables employees to fully participate in the work process.	219	3.22	.857
EPD8	EIC Employees are motivated by management in decision-making and being assigned challenging work	219	3.27	.896
EPD9	Employees are encouraged to take quick action to improve service quality or to correct quality problems in their jobs	219	3.53	.895
EPD10	Management encourages employees to develop creative and innovative ideas	219	3.8995	.74128
	Valid N (list wise)	219	3.7900	.85761
TOTAL			36.55	8.67

Source: Own survey, 2022.

Accordingly, the aggregated mean and standard deviation of the variable, employee participation in decision-making, is 3.66 (SD=0.090). This shows that the majority of the respondents agreed

with low moderate 3.22(Team working increases ownership in decision-making and enables employees to fully participate in the work process), high moderate 3.8995(Management encourages employees to develop creative and innovative ideas) and very high moderate 4.38 (Employees are not encouraged to contribute work-related ideas through formal suggestions programs or quality cycles).

Team working increases ownership in decision-making and enables employees to fully participate in the work process. Employee participation in the decision-making practice of the EIC. And this indicates that employee participation in decision-making has an organizational performance effect. This study agrees with the study carried out by Abdurrahman A. A. (2016) on the effect of employee participation in decision-making (PDM) on firm performance. The research carried out by Kuye and Sulaimon (2011) reveals an organization that encourages employees' participation in decision-making does better than its competitors.

4.3.2. Training and Development

In this section of the questionnaire, The researcher also tried to assess opinions of employees related to effect of ETD on organ national performance as in above section. It was developed by five items using Likert Scale. The following table below show the mean and st/deviation distribution of participant's response to questions related to employee training and development.

Table 4 .4. Descriptive analysis of training and development

ETD	Employee training and development	N	Mean	Std. Deviation
ETD1	Training is one of the empowerment activities to enhance employee performance	219	4.30	1.096
ETD2	Training enhances my work performance and enables me to meet my set targets	219	4.36	.963
ETD3	I can be empowered if I am not competitive at my job	219	3.39	.939
ETD4	Employees of EIC are constantly trained to develop and enhance their knowledge and skill.	219	3.48	.930
ETD5	I believe that training is not a developing talent and a good investment	219	3.43	.913
ETD6	My manager/supervisor/leader believes that training is a developing talent and a good investment	219	3.11	.975
ETD7	My confidence has been enhanced through training in EIC	219	2.20	1.376
ETD8	Training is given to employees in my organization(EIC) based on needed assessment	219		
ETD9	I believe that training is necessary only for new employees	219	4.30	1.096
	Valid N (list wise)	219	4.36	.963
TOTAL			32.97	9.185

Source: Own survey, 2022

The study also looked to find out the effect of training and development on the performance of the EIC. As shown in the above table 4.4, the average mean value of employee training and development is 3.67 (SD = 1.026). This indicates that the majority of employees in the organization also agreed with low moderate 2.20 (My confidence has been enhanced through training in EIC), High moderate 4.30 (Training is one of the empowerment activities to enhance

employee performance), Very high moderate 4.36 (I believe that training is necessary only for new employees)in collaboration with training and development practices of the unit, and that this induced training and development has an apositive effect on organizational performance. This study is consistent with studies carried out by Salas (2012) that argued training and development have a positive impact on organizational performance and by NDIBE (2014) on the same topic.

4.3.3. Information Sharing

Table 4 .5. Descriptive analysis for employee information sharing.

EIS	Employee information sharing	N	Mean	Std. Deviation
EIS1	EIC management launches about the organization vision and mission to the employees	219	3.11	.975
EIS2	We do have formal communication with management that reduces uncertainty by lessening role ambiguity and conflict	219	2.20	1.376
EIS3	Managers encourage regular communication with their employees so that employees are aware of what is taking place in the Organization.	219	3.41	1.060
EIS4	A high degree of trust is highly encouraged and maintained between managers and employees and among employees	219	3.41	.896
EIS5	Necessary information is readily availed to all concerned employees in good time to enable them to make a thoughtful decision	219	3.38	.923
EIS6	Employees are encouraged to contribute work-related ideas through formal suggestions programs or quality cycles	219	3.45	.836
EIS7	I believe that effective communication can shape my perception	219	3.62	.834
EIS8	the EIC mangers take initiative and share with employees sensitive information about the organization	219	3.47	.872
	Valid N (list wise)	219	4.06	.838
TOTAL			28.47	6.888

Source: Own survey, 2022

The consequences of employee information sharing on the performance of the EIC too. The above table 4.5 illustrates that the majority of the respondents were in agreement with the importance of information sharing in their company, as depicted with an aggregate mean of 3.56 (SD = 0.87). From this, we noticed that most employees of EIC were empowered when they got

clear information on their jobs and their company. From this, we figure out that EIS is the important factor that empowers employees and affects the performance of the company. This study finding concurs with the findings of MutokaFelisterAbulawa and Susan (2017) on the effect of employee empowerment on the performance of an organization. The case of Safricom Company revealed that information sharing has an effect on organization performance.

4.3.4. Employee Reward and Recognition

In the below section of the questionnaire, I also sought the opinions of respondents on the practice of EIC management to ward ERR.

Table 4 .6 Descriptive analysis of employee reward and recognition.

ERR	Employee Reward & recognition	N	Mean	Std. Deviation
ERR1	My organization has a clear reward policy & procedures that everybody can understand	219	3.59	.955
ERR2	I am satisfied with the reward management practice	219	3.24	.846
ERR3	Promotion is carried out fairly & transparently in EIC and Everyone has an equal opportunity	219	2.74	1.158
ERR4	My organization puts the right person in the right position	219	3.28	.857
ERR5	I receive constructive criticism for my work	219	2.59	1.127
ERR6	I am satisfied with the current reward program undertaken in EIC.	219	3.17	1.033
ERR7	I believe that there is a fair rewarding system and is implemented in EIC and am satisfied with the current reward program undertaken in EIC.	219	3.10	1.038
ERR8	Rewarding employees increase employee performance and same the productivity in EIC	219	2.89	1.128
ERR9	I feel that I am respected in my workplace	219	3.56	1.405
ERR10	My organization gives proper attention to staff complaints and grievances	219		
	Valid N (listwise)	219	3.59	.955
TOTAL			5	3.24

Source: Own survey, 2022

Accordingly, the average mean value of employee reward and recognition (ERR) is equal to 3.67 (SD=.86), which is shown in the table above, indicates that the average of employees was agreed

and empowered by reward and recognition given to them by the company and believed that ERR was important to advance their performance. This also led to an increase in the performance of the organization as a whole. This study also confirms research findings by TeferiHaile (2017) and Muthoni M., Muchai and Mwangi Benson (2012) and Ondhowe, F. A., Kadima, J. M., &Juma, D. (2021) on similar topics.

4.3.5. Employee Autonomy

Table 4 .7. Descriptive analysis of employee autonomy

EA	Employee Autonomy	N	Mean	Std. Deviation
EA1	My working Environment feels me encouraged to come up with new and better ways of doing things.	219	3.53	.858
EA2	Management delegates authority to employees to enable them to grow and develop new skills.	219	3.51	2.994
EA3	Management does appreciate employees coming up with new and better ideas	219	3.56	.893
EA4	I influence what happens in my work	219	3.70	.783
EA5	I have a chance to use personal initiative in my work	219	3.65	.789
EA6	I have the freedom to determine how to do my job	219	3.57	.741
EA7	I am confident about my ability to do my job	219	3.83	.875
EA8	There is enough flexibility and independence allowed in the organization	219	3.46	.808
EA9	I design important aspects of my work and put my ideas into practice	219	3.68	.777
EA10	I can decide on my own to approach or choose a new fitness client that I would like to serve	219	3.69	.738
EA11	I have considerable opportunity for independence and freedom in how I do my job	219		
	Valid N (listwise)	219	3.53	.858
TOTAL			33	3.51

Source: Own survey, 2022

As indicated in the above table, the aggregate mean and standard deviation value of employee autonomy (EA) is equal to 3.67 (SD =.75). From this, we noticed that the majority of the respondents are in agreement with employee autonomy practiced by the management of EIC. The study findings were found to be in agreement with the findings of Salas (2012), who argues

that increased autonomy should make employees feel a greater responsibility for the outcomes of their work and therefore have increased work motivation.

4.3.6. Employee Morale

The table explains the employees' morale. The respondents are asked to rate their responses in the Five-Likert scale.

Table 4 .8. Descriptive analysis for employee Morale

EM	Employee Morale	N	Mean	Std. Deviation
EM1	Employee morale is respected in EIC	219	3.40	.774
EM2	I can manage my workload effectively	219	3.73	.876
EM3	I feel that I am respected in my workplace	219	3.61	.852
EM4	My relationship with my supervisor or manager is good	219	3.73	.993
EM5	I feel free that my organization cares about me.	219	3.61	.841
EM6	I am secured on my current job.	219	3.51	.820
EM7	My opinion matters on teamwork are accepted by EIC management	219	3.43	.840
EM8	I am appreciated by EIC Management for the good job I performed.	219	3.51	.815
	Valid N (listwise)	219		
	Total	219	5	3.40

Source: Own survey, 2022

As indicated in the above table 4.8, the respondents' opinion towards the practice of EM was calculated. The mean and standard deviation values were calculated. The items under this variable are about 8 items, and the aggregate value of the mean is 3.57 (084). From this, we observe that the majority of the respondents agree with low moderate 3.4 (Employee morale is respected in EIC), High moderate 3.61 (I feel that I am respected in my workplace) and Very high moderate 3.73 (My relationship with my supervisor or manager is good) mean value in

collaboration with the EM practice of the EIC, and the finding concludes that EM has an impact on organizational performance. This study's findings are consistent with or agree with those of Dr. V. Chitra, Dr. C. Madhavi (2021), and Ermias.B(2017) on the same topic.

4.3.7. Organizational Performance

Table 4 .9: Descriptive Statistics on Organizational performance

ORGP	Organizational performance	N	Mean	Std. Deviation
ORGP1	The company is achieving its desired profit target.	219	4.44	.717
ORGP2	The profitability or loss of the company is affected by employee empowerment	219	4.55	.599
ORGP3	The sales of the company are significantly increasing from time to time	219	4.44	.628
ORGP4	The profitability of the company is increasing at a faster rate while compared with previous periods	219	4.44	.684
ORGP5	Achievement of organizational profit is driven by individual performance which is in turn influenced by employee empowerment.	219	4.46	.666
ORGP6	We have retained existing clients and managed to attract a new one.	219	4.31	.879
ORGP7	Currently, the number of EIC customers' appreciation shows better when compared with the previous periods.	219	4.27	.882
ORGP8	The number of customer complaints within the last period has increased strongly.	219	4.38	.669
ORGP9	The reputation of our company in eyes of the customers has improved	219	4.43	.634
ORGP10	Employee empowerment influences customer satisfaction	219	3.545 1	.39545
	Valid N (listwise)			
TOTAL		219	5	4.44

Source: Own survey, 2022.

As illustrated in the above table the respondents were requested to rate or select their agreement on the performance of the organization in terms of profit growth, sales growth, and customer satisfaction. The majority of the respondents agreed that the performance of the company is at a high rate with an average mean value of 4.22 (0.77). This indicates that the majority of the respondents agreed that employee empowerment affects organizational performance in terms of profitability, sales growth, and customer satisfaction. Therefore, from the above paragraphs, one can reveal that those predictor variables such as employee participation in decision making, training and development, employee information sharing, employee reward and recognition, autonomy, and morale could have averagely affected the dependent variable that is, organizational performance. This study finding is consistent with research findings by Grace ChachaBusera (2016), Aamir Rashid Khan, and Dr. L.K Tripathi (2019) on the same topics.

4.3.8. Aggregate Summary of Descriptive Analysis

Table 4 .10. Summary of the mean and standard deviation of employee empowerment factors and organizational performance.

Descriptive statistics				
No	Variables	N	Mean	Standard Deviation
1	Employee participation in decision making (EPD)	219	3.56	0.90
2	Employee Training and development (ETD)	219	3.16	0.77
3	Employee information sharing (EIS)	219	3.56	0.87
4	Employee reward & recognition (ERR)	219	3.17	1.04
5	Employee Autonomy (EA)	219	3.56	0.87
6	Employee Morale (EM)	219	3.57	0.85
7	Organization performance (ORGP)	219	4.22	0.77

Source: Own survey, 2022

4.4. Correlation Analysis

In this section, the direction and degree of the strength of the relationship among the variables were examined. It is possible to determine the correlation among all scopes of the independent variables (employee participation in decision making, employee training and development, employee information sharing, employee reward and recognition, employee autonomy and employee morale) and the dependent variables (organization performance) were used to analyze

the strength, direction, and statistical significance of the relationship as indicated in table 4.11 below.

Table 4.11. Pearson correlation analysis for independent and dependent variables

		Correlations						
		EPD	ETD	EIS	ERR	EA	EM	ORG P
Employee participation in decision making	Pearson Correlation	.435**	1					
	Sig. (2-tailed)	.000						
	N	219						
Employee training and development	Pearson Correlation	.502**	1					
	Sig. (2-tailed)	.000						
	N	219	219					
Employee information sharing	Pearson Correlation	.695**	.482**	1				
	Sig. (2-tailed)	.000	.000					
	N	219	219	219				
Employee reward and recognition	Pearson Correlation	.574**	.453**	.567**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	219	219	219	219			
Employee autonomy	Pearson Correlation	.746**	.407**	.724**	.582**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	219	219	219	219	219		
Employee morale	Pearson Correlation	.483**	.296*	.500**	.548**	.606**	1	
	Sig. (2-tailed)	.000	.011	.000	.000	.000		
	N	219	219	219	219	219	219	
Organizational Performance	Pearson Correlation	.823**	.574**	.818**	.788**	.840**	.720**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	219	219	219	219	219	219	219

** . Correlation is significant at the 0.01 level (2-tailed).

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

The correlation results provide initial indications for further analysis. In this study, the Bivariate Pearson Coefficient (r) was used to determine the relationship between employee empowerment and organization performance by using a two-tailed test of statistical significance at the level of

95% significance, $P < 0.05$. The results in Table 4.11 show the correlation between all variables and summarize the values of the Pearson coefficient of correlation and their significance. The results show that organizational performance is strongly and positively correlated with employee training and development, as the Pearson Correlation Coefficient is .840 and the relationship is significant at the 95% confidence level ($p < 0.01$).

The relationship between employee participation in decision making, employee information sharing, employee recognition and reward, and employee morale and organizational performance is positive and strongly significant as their Pearson Correlation Coefficients are .818, .788, .720 and p -value is less than .01. But the relationship between employee training and development and the organization's performance is positive and relatively low significant as the Pearson Correlation Coefficient is .574, and the p -value is less than .01. Consequently, all six independent variables are positively and significantly correlated with organizational performance. Based on the results, we can argue that employee empowerment affects organizational performance.

The interpretation of the result is based on five classical rules, as shown below in interpreting the coefficient of correlation between two different variables

($r = 0$ to 0.20) indicates negligible or no correlation.

($r = 0.2$ to 0.40) indicates a positive but low degree of correlation.

($r = 0.4$ to 0.60) indicates a positive moderate degree of correlation.

($r = 0.6$ to 0.80) indicates a positive and marked degree of correlation.

($r = 0.8$ to 1.00) indicates a positive and high degree of correlation.

4.1.1. Regression Analysis

In this study, in addition to descriptive and correlation analyses, I used multiple regression analysis to investigate the effect of the dependent variable (employee empowerment) on independent variables.

According to Kothari (2004), multiple regression analysis is applied when the research one dependent variable, which is supposed to be a function of two or more independent variables. The research has six independent variables (employee participation in decision making, employee training and development, employee information sharing, employee reward and

recognition, employee autonomy and employee morale) and one dependent variable, organizational performance.

4.4.1.1. Assumptions for Regression Analysis

Before using regression analysis to assess the effect of employee empowerment on organizational performance, the following tests were performed to confirm the data's suitability for the regression analysis assumptions.

Assumption I. Multi-Collinearity Diagnostics

According to Andy Field (2013), one way of identifying multicollinearity is by scanning a correlation matrix of the predictor variables. The variance inflation factor (VIF) is one of these. The VIF shows whether a predictor has a strong linear relationship with the other predictor and tolerance statistics, which is the reciprocal of the VIF. There is no one best rule that determines the value of VIF, but there are some general guidelines: If the largest VIF is greater than 10, then there is cause for concern (Bowerman, O'Connell, & Myers, 1990). If the average VIF is substantially greater than 1, then the regression may be biased (Bowerman & O'Connell, 1990). Tolerance below 0.1 indicates a serious problem. Tolerance below 0.2 indicates a potential problem (Menard, 1995). As indicated in table 3 below, the tolerance value of all variables was above 0.5 and the variance inflation factor (VIF) was less than 2. Hence, we conclude that there were no multicollinearity issues.

The results of multicollinearity confirm that there are no high correlations between the independent variables using the Variance Inflation Factor (VIF) and a tolerance test for each variable to ensure the independence of errors. Taking into account the Variance Inflation Factor not to exceed the allowable value of 10 and a tolerance value greater than 0.2, Table 4.13 shows the results of these tests.

Table 4.12. Results of Multi collinearity

	Tolerance	(VIF)
Employee participation in decision making	.361	2.772
Employee training and development	.685	1.460
Employee information sharing	.393	2.543
Employee Reward recognition	.526	1.901
Employee autonomy	.313	3.192
Employee reward	.573	1.745

Source: Survey (2022)

The multicollinearity in this study was checked using the tolerance and VIF values. As it is shown in Table 4.12, all independent variables (EPD, ETD, EIS, ERR, EA & EM) have a tolerance value greater than 0.2 and a VIF value less than 10. I.e., the data checked for multi-collinearity passed for further regression analysis.

Assumption II: The Linearity Test

Standard multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature. If the relationship between independent variables (IV) and the dependent variable (DV) is not linear, the results of the regression analysis will underestimate the true relationship. This underestimation carries two risks: an increased chance of a Type II error for that IV, and in the case of multiple regression, an increased risk of Type I errors (overestimation) for other IVs that share variance with that IV (Carlos & Dason, 2013). According to David Garson (2012), as a rule of thumb, an indicator of non-linearity is when the standard deviation of the residuals exceeds the standard deviation of the predicted value (dependent variable). So, in this case, the standard deviation of the predicted value exceeds the standard deviation of the residuals, which indicates that this assumption is not violated.

Table 4.13. Residuals Statistics test Result for linearity test

Residuals statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6570	4.3733	3.5314	.33917	219
Residual	-.18195	.34597	.00000	.08452	219
Std. Predicted Value	-2.578	2.482	.000	1.000	219
Std. Residual	-2.061	3.919	.000	.957	219

Source: Own survey (2022).

Assumption III: The Normality Test.

Multiple regressions assume that variables have normal distributions. This means that the errors between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. This assumption may be checked by looking at a histogram or a Q-QPlot. Normality can also be checked with the decision obtained by looking at the normal probability plots, that is, from the points where the data points form a linear pattern, so that it can be considered consistent with a normal distribution.

Assumption IV: Homoscedasticity

Homoscedasticity means that the variance of errors is the same across all levels of the IV. In the scatter plots of the residuals, the variance of the residuals about predicted dependent variable scores should be the same for all predicted scores. This is the case as the residuals are randomly dispersed around the center line.

4.4.1.2. R2-Value (Coefficient of determination)

Table 4 .14: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970a	.942	.936	.08828

a. Predictors: (Constant), EM, EPD, EIS, ETD, ERR and, EA

b. Dependent Variable: Organization performance

Source: SPSS Regression results output, 2022

In the above table, the model summary, the multiple regression correlation efficient $R = 0.970$ represents the correlation between organizational performance and independent variables, which are (employee participation in decision making, employee training and development, employee autonomy, employee information sharing, employee reward and recognition, and employee morale). R square represents the proportion of variance in the dependent variable which is explained by independent variables (0.942). Adjusted square ($R = 0.936$), this means 93.6% of the variation of employee performance is due to the predictors (employee participation in decision making, employee training and development, employee autonomy, employee information sharing, employee reward and recognition, and employee morale). The remaining 6.4% of variations in organizational performance are explained by other variables outside of this model or variables that are not incorporated in this study.

Table 4.15: ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.283	6	1.380	177.117	.000b
	Residual	.514	66	.008		
	Total	8.797	72			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee morale, Employee participation in decision making, Employee information sharing, Employee training and development, employee reward and recognition, employee autonomy

Field (2013), ANOVA (analysis of variance) tells us whether the model overall results in a significantly better degree of prediction of the outcome variable. Similarly, it indicates the overall fit of the model. Hence, as we saw from table 4.13, the value of F , which is computed by dividing the mean square of explained data by the mean square of residual data, is $F(6, 65) = 1.594$. From this, one can conclude that the overall model has a better fit.

From the above ANOVA table, the F value is significant (significant value is less than 0.05), which means the dependent variable is significantly affected by the respective independent variable.

4.5.2.2: Significant test

Table 4 .16: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.389	.112		3.464	.001
	Employee participation in decision making	.200	.044	.225	4.539	.000
	Employee training and development	.086	.033	.094	2.607	.011
	Employee information sharing	.165	.035	.224	4.711	.000
	Employee reward and recognition	.183	.029	.263	6.411	.000
	Employee autonomy	.125	.035	.191	3.583	.001
	Employee morale	.133	.025	.212	5.381	.000

a. Organizational Performance: Dependent Variable

Referring to the above table, show the standardized beta coefficient, which tells us the unique involvement of each factor in the model. According to George (2003), a large beta value and a small P-value (P .05) revealed the predictor variable's significant statistical involvement in the model. On the other hand, a minimum beta value and a maximum p-value (P >.05) indicate that the predictor variable has little or no significant influence on the model. The relative importance of the effects of employee empowerment (independent variables) in contributing to the variance of organizational performance (dependent variable) is described by the standardized beta coefficient. Employee EPD (beta = 0.200 P 0.05), ETD (beta =.086, P > 0.05), EIS (beta =.165, P 0.05), ERR (beta =.183, P 0.05), EA (beta =.123, P 0.05), and EM (beta =.133, P 0.05) beta values among the independent variables, employee reward and recognition are more significant

and statistically sound and expressed. This can be interpreted as every single unit improvement in employee reward and recognition will increase organizational performance by %.

Therefore, employee reward and recognition have a greater impact than other predictors. On the other hand, employee training and development have a lower contribution, which is 9.4% of the organizational performance. Table 4.9 also indicates, with 95% confidence, that employee participation in decision making, employee information sharing, employee morale, and employee autonomy has a significant influence on organizational performance. All employee empowerment factors have been included in the formation of the function and detailed expression as follows:

$$Y = 1X_1 + 2X_2 + 3X_3 + 4X_4 + 5X_5 + 6X_6 + e$$

$$Y = .389 + .200 (EPD) + .183 (ERR) + .165 (EIS) + 0.133 (EM) + .125 (EA) + .086 (ETD) + e$$

The outcome of this study shows that all variables of employee empowerment have a positive and significant effect on organizational performance.

The beta coefficient result also shows that employee participation in decision making has a value of 0.200. This implies that one unit of EPD increased will lead to an increase in organizational performance by 20.0%. Employee recognition and reward has 183. This means that one unit of ERR will increase by 18.3% in organizational performance. Employee autonomy has a value of 0.125. This means that one unit of EA increased will lead to an increase in organizational performance by 12.5%. The beta coefficient result of employee information sharing ($\beta = 0.165$) shows the one-unit increase in EIS leads to an increase of 16.5% in organizational performance.

The outcome of this study shows that all variables of employee empowerment factors have a positive and significant effect on organizational performance.

4.5 Discussing of Interview Result Finding

The majority of respondents which means 13 out of 14 respondents strongly agreed with the employee reward and recognition the rest a of them said that yes it is vital for the organizational performance but instead employee training and development have a very big role in organizational performance.

And also in employee training and development the majority of respondents which means 9 of 14 respondents strongly agreed with the employee training and development to maximize

organizational performance and the rest 5 respondents agreed with 3 of them on employee morale and 2 of them on employee autonomy to maximize the EIC performance.

On the other hand employee participation in decision making the respondents which means 8 of 14 respondents are strongly agreed with employee participation in decision making maximize the organization performance and the rest 7 of them agreed that employee information sharing is vital thing for EIC organization performance.

Then on Employee moral 8 of 14 respondents are agree yes employee morale is vital for our department employees in order to enhance the organization performance the rest respondents are fairly agreed with employee morale.

Employee autonomy and employee information sharing there was respondents not like other factors but still it has impact on organization performance.

And the open ended question is not answered by respondents.

And as organization employees as well as the managers and supervisors of EIC group they said that employee training and development is the current empowerment level of the organization, employee training and development involves learning situations in which the employees acquires additional knowledge or skills to increases the organization performance.

CHAPTER FIVE

SUMERY CONCLUSION, AND RECOMMENDATIONS

The primary goal of this study was to investigate the effect of employee empowerment on organizational performance based on the questionnaire that was distributed to 241 employees of Ethiopian Airlines in-flight catering.

- ❖ In the descriptive part of the analysis, the result indicated that the majority of the total respondents were male, being 143 (65.3%). 76 (34.7%) of the respondents are found in the age range of 26–35 years, 117 (53.42) of the respondents are first degree holders, and 118 (53.88%) are found at the middle-level position of the strategic unit. The result of the mean score and standard deviation for the measures of employee training and development was relatively high at 3.67 (1.021), which indicates that the majority of respondents have strong agreement on the measure of ETD. The mean scores for employee reward and recognition and employee autonomy are 3.67, with standard deviation variances of 0.86 and 0.75, respectively, and all are found in the high-level agreement of the respondents.
- ❖ In addition to the above, the mean score and standard deviation measurements for employee participation in decision making (3.67 (.87) and employee morale (3.57 (.84) also exist at a high level of agreement, which indicates that the majority of respondents have high levels of agreement on all measures of employee empowerment factors. Besides, the majority of the respondents have high agreement on measures of organizational statements, with a mean score and a standard deviation of 4.22 (.77
- ❖ The result from the Pearson coefficient entails that the six employee empowerment measuring factors were all positively related to the organization's performance within the range of 0.574 to 0.840.
- ❖ Findings from the multiple regression analysis revealed that variation in organizational performance is explained by employee empowerment (whereby R square is.942 and adjusted R square is.936) and revealed that 94.2% of the variance in organizational performance can be explained by employee participation in decision making, employee training and development, employee information sharing, employee autonomy, employee reward, and recognition, and employee morale, whereas 5.2% was explained

by other variables out of this model or variables which are not included in this study. From the findings, the study found that there was a strong positive relationship between the study variables as shown by.970.

- ❖ Employee reward and recognition are the most contributing employee empowerment factors in the effect of organizational performance with beta value.263. The other employee empowerment factors in their descending order of standardized coefficients are employee participation in decision making (=0.225), employee information sharing (=0.224), employee morale (=0.212), employee autonomy (=0.191), and employee training and development (=0.094), respectively.

5.1. Conclusions

The goal of this research was to see how employee empowerment affected organizational performance. For any organization to be productive and successful, the most crucial aspect to be highlighted by the organization is having empowered people. Because organizations will be effective, if and only if their employees are empowered, and this may be achieved, among other things, by ensuring effective employee empowerment. Six research questions were developed to achieve the study's aims and correlation and multiple regression methods were used to answer the research objective: as a consequence, the researcher draws the following conclusions:

- ❖ Based on the findings, employee empowerment is a critical factor in every organization's success. This research work can justify that employee empowerment has a positive relationship and impact on organizational performance, which comprises EPD, ETD, EIS, ERR, EA, and EM. As per the findings of this study on employee empowerment, all the ratings show that employees have a high level of ratings for their company's performance on Ethiopian Airlines' in-flight catering.
- ❖ This study finding shows that employee reward and recognition have a high level of correlation with organizational performance, which means that employees are committed to their organizations when they are involved in decision-making and also that the sense of ownership results in a greater commitment to the organization.
- ❖ The employee empowerment of employee training and development has a positive and significant effect on the performance of the organization. Highly trained employees have advanced skills and a high level of performance that increases the productivity of the

organization. The result shows that EIC has high employee training and development practices, with mean scores falling into the higher level of 3.67 and (SD = 1.020). This result indicates that when a high level of employee training and development is practiced in the organization, employees' skills are advanced, their performance increases, and the organizational performance too. All the other employee empowerment factors, EIS, ERR, EA & EM, have the highest mean score, which indicates that all employees agree with the measure of EIS, ERR, EA & EM Statements.

- ❖ In general, as per the findings of the study, it can be concluded that employee empowerment is important in improving the level of employee performance, which is asserted by the positive contribution of employee participation in decision making, employee training and development, employee information sharing, employee reward and recognition, employee autonomy, and employee morale practice to organizational performance.

5.2. Recommendations

Based on the outcomes and conclusions of the study, I recommend:

- ❖ There is a need for the management of EIC to involve their employees in all aspects of organizational decision-making as the study found that employee participation in decision-making had a positive, significant effect on organization performance. The study recommends that there is a need for management to continuously provide their employees with skill-based training, as the study found that training and development had a positive, significant effect on organization performance.
- ❖ There is a need for management to give employees autonomy, as increased autonomy should make employees feel a greater responsibility for the outcomes of their work, and therefore have increased work motivation. There is a need for the management to enhance and increase information sharing as the study found that information sharing had a positive and significant effect on the organization's performance.
- ❖ The study also recommends that management of the EIC needs to empower and encourage their staff to advance their performance. It is important to work closely with HR departments to have promotion opportunities and flexible career development, which are highly prioritized by crews as an important empowering factor. Employees

who work harder, perform well and meet their targets should be empowered by their respective subordinates to induce others to follow in their footsteps.

- ❖ The study recommends that EIC management should increase the level of employee empowerment because contributions by empowered employees are believed to have a significant impact on business productivity, revenue, and the organization's overall effectiveness. Employees with the relevant knowledge, skills, and competencies should be encouraged to obtain and share information through established social networks to achieve greater synergy in increasing competitiveness.

5.3. Recommendation for Further Studies

The following are some of the recommendations for future studies.

- ❖ The present research was carried out at the Ethiopian Airlines' inflight catering only. Future research that will look at all strategic units of the company. Such a study will increase the accuracy of data and improve reliability.
- ❖ Secondly, a longitudinal study that will examine the effect of employee empowerment on organizational performance is warranted. This will justify the need for continuing investment in the empowerment activities in the leadership program of the Ethiopian Airlines.
- ❖ Future studies can also address other factors like motivation, work environment, job satisfaction, organizational commitment, and perceived organizational support that affect the performance of an organization, in addition to employee empowerment.

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ST. MARY'S UNIVERSITY

Department: BUSINESS ADMINISTRATION

Dear Sir/Madam,

I am a postgraduate student undertaking Master of Business Administration (MBA) at **ST. MARY'S UNIVERSITY**

I am conducting a Research Project on “The effect of empowering employees on organizational performance. A case study of Ethiopian airlines inflight catering employees. You have been selected to form part of the study. The purpose of this letter is to request your assistance in filling out the attached questionnaire. Be as truthful as you possibly can. The information you give will be treated with the utmost confidentiality and is for purely academic purposes. In the event names have been mentioned, this will not appear in the very final report.

BY Michael Getiye

Tell: +251922027979

Thank you in advance for your cooperation.

Questionnaire part I: Employee empowerment

A. Demographic Information

Instruction: - Please put a tick “√” mark for your answer inside the given box

1. Gender: A. Male B. Female
2. Age. A. 18- 25 B. 25-30 C. 30-35
- D.35-45 E. above 45

3. Educational status:

- A. Certificate/TEVT.
- B. Tenth/Twelve complete.
- C. Diploma.
- D. 1st degree
- E. Master’s degree and above

4. What is your current position in Ethiopian airlines?

- A. Junior level. B. Middle Level.
- C. Senior Level. D. Manager or Director Level

5. How long have you been serving Ethiopian airlines?

- A. Less than 2 years B. 2 – 5 years
- C. 5 – 10 years
- D. above 10 years

B: Employee Empowerment based factors

The following are the employee empowerment-based factors that affect the performance of the organizations. To what extent are these factors affecting the performance of ETC? Please use a tick “√” mark, The Rating scale appropriately. Please use single choice only!

- 1. Strongly agree. 2. Agree 3. Neither agrees nor disagrees. 4. Disagree
- 5. Strongly disagree.

EPD	Employee Participation in decision making	1	2	3	4	5
EPD 1	I am involved in making decisions that affect my work.					
EPD 2	I am allowed to suggest improvements.					
EPD 3	I participate in setting the goals and objectives of my job.					
EPD 4	As an expert, I am allowed more latitude on the job.					
EPD 5	The management encourages team building(working teams)					
EPD 6	Team working increases ownership in decision-making and enables employees to fully participate in the work process.					
EPD 7	EIC Employees are motivated by management in decision-making and being assigned challenging work					
EPD 8	Employees are encouraged to take quick action to improve service quality or to correct quality problems in their jobs					
EPD9	Management encourages employees to develop creative and innovative ideas					
ETD	Employee Training and development					
ETD 1	Training is one of the empowerment activities to enhance employee performance					
ETD 2	Training enhances my work performance and enables me to meet my set targets					
ETD 3	Employees of EIC are constantly trained to develop and enhance their knowledge and skill.					
ETD 4	I believe that training is not a developing talent and a good investment					
ETD 5	My manager/supervisor/leader believes that training is a developing talent and a good investment					
ETD 6	My confidence has been enhanced through training in EIC					
ETD 7	Training is given to employees in my organization(EIC) based on needed assessment					
ETD 8	I believe that training is necessary only for new employees					

EIS	Employee information sharing						
EIS 1	EIC management launches about the organization vision and mission to the employees						
EIS 2	We do have formal communication with management that reduces uncertainty by lessening role ambiguity and conflict						
EIS 3	Managers encourage regular communication with their employees so that employees are aware of what is taking place in the Organization.						
EIS 4	A high degree of trust is highly encouraged and maintained between managers and employees and among employees.						
EIS 5	Necessary information is readily availed to all concerned employees in good time to enable them to make a thoughtful decision						
EIS 6	Employees are encouraged to contribute work-related ideas through formal suggestions programs or quality cycles.						
EIS 7	I believe that effective communication can shape my perception						
EIS 8	EIC Mangers take initiative and share with employee's sensitive information about the organization.						
ERR	Employee reward & recognition						
ERR 1	My organization has a clear reward policy & procedures that everybody can understand						
ERR 2	I am satisfied with the reward management practice.						
ERR 3	Promotion is carried out fairly & transparently in EIC and Everyone has an equal opportunity						
ERR 4	My organization gives proper attention to staff complaints and grievances						
ERR 5	My organization puts the right person in the right position						
ERR 6	I receive constructive criticism for my work						
ERP 7	I am satisfied with the current reward program undertaking in ETC.						
ERP 8	I believe that there is a fair rewarding system and is implemented in EIC.						
ERP 9	Rewarding employees increase employee performance and same the productivity in EIC						
ERP10	I feel that I get recognition for my work						
EA	Employee Autonomy						
EA1	My working Environment feels me encouraged to come up with new and better ways of doing things.						
EA2	Management delegates authority to employees to enable them to grow and develop new skills.						
EA3	Management does appreciate employees coming up with new and better ideas						

EA4	I influence what happens in my work						
EA5	I have a chance to use personal initiative in my work						
EA6	I have the freedom to determine how to do my job						
	I am confident about my ability to do my job						
EA7	There is enough flexibility and independence allowed in the organization						
EA8	I design important aspects of my work and put my ideas into practice						
EA9	I can decide on my own to approach or choose a new fitness client that I would like to serve						
EA10	I have considerable opportunity for independence and freedom in how I do my job						
EM	Employee Morale						
EM 1	Employee morale is respected in EIC						
EM 2	I can manage my workload effectively.						
EM 3	I feel that I am respected in my workplace.						
EM 4	My relationship with my supervisor or manager is good.						
EM 5	I feel free that my organization cares about me.						
EM 6	I am secured on my current job.						
EM 7	My opinion matters on teamwork are accepted by EIC management						
EM 8	I am appreciated by EIC Management for the good job I performed.						

Questionnaire part 2: Organizational performance

The following are questionnaires on the performance of EIC. To what extent are these factors affecting the performance of EIC? Please use a tick “√” mark, The Rating scale appropriately. Please use single choice only!

1. Strongly agree. 2. Agree 3. Neither agree nor disagree. 4. Disagree
5. Strongly disagree

ORGP	Organizational performance	1	2	3	4	5
ORGP1	The profitability of the company is increasing at a faster rate compared with previous periods.					
ORGP2	The company is achieving its desired profit target.					
ORGP3	Achievement of organizational profit is driven by individual performance which is in turn influenced by employee empowerment.					
ORGP4	The profitability or loss of the company is affected by employee empowerment.					
	Financial Performance (sales growth)					
ORGP 5	The sales of the company are significantly increasing from time to time.					
	Non-financial Performance (Customer satisfaction)					
ORGP 6	We have retained existing clients and managed to attract a new one.					
ORGP 7	Currently, the number of EIC customers' appreciation shows better when compared with the previous periods.					
ORGP 8	The reputation of our company in eyes of the customers has improved					
ORGP 9	Employee empowerment influences customer satisfaction					

Finally, if you have an additional option

Interview questions

- ❖ Did employee participation in decision-making effect on the performance of Ethiopian Airlines in-flight catering?
- ❖ Did employee information sharing effect on the performance of Ethiopian Airlines in-flight catering?
- ❖ Did employee training and development effect on the performance of Ethiopian Airlines in-flight catering?
- ❖ Did employee reward and recognition effect on the performance of Ethiopian Airlines in-flight catering?
- ❖ Did employee autonomy effect on the performance of Ethiopian Airlines in-flight catering?
- ❖ Did employee morale effect on the performance of Ethiopian Airlines in-flight catering?