



Employee Empowerment and Organizational Success of Telecommunication Firms in Port Harcourt

Akinnuoye Rotimi Obafemi¹ and B. Chima Onuoha²

¹Doctoral Student, Department of Management, University of Port Harcourt

²Professor of Management, Department of Management, University of Port Harcourt

Abstract: *This study examines the relationship between employee empowerment and organizational success of telecommunication firms in Port Harcourt. The purpose of this research is to ascertain the relationship between employee empowerment and organizational success of telecommunication firms in Port Harcourt. The study adopted a cross-sectional research design to carefully explain the problem at hand. The population consisted top management of the four major telecommunication firms in Nigeria. A research questionnaire was drafted and administered to twenty (20) respondents of the various departments in Port Harcourt. Hence, twenty (20) copies of the questionnaires was filled accurately and retrieved. The study found that there was a significant impact of employee empowerment on organizational of telecommunication firms in Port Harcourt. It was concluded that employee empowerment which include, (employee autonomy, employee reward system and employee recognition), to a great extent, can be influenced by organizational success, (organizational success and employee morale) when used appropriately by telecommunication firm managers in Port Harcourt, thus, the study recommends that telecommunication firm managers should involve their employees in all aspect of organization decision making. There is need management of telecommunication firms to continuously provide their employee skill based training.*

Keywords: *Employee Empowerment, Organizational Success, Telecommunication Firms, Autonomy, Reward System, Recognition, Commitment, Morale.*

1.0 Introduction

The turmoil in the workplace leads to unnecessary blame game and ineffectiveness making some organisations less competitive. In this era of ever increasing awareness and competition, talented and empowered human capital has become a prerequisite for organizational success. Today, many organizations seek excellence but only some reach it. A main reason of this failure is the lack of deep understanding of the concept of excellence and its criteria, especially neglecting the role of excellent human resource (Seyed et al., 2016). One of the most important features of an efficient team is that they have entrusted a major degree of decision-making authority or empowerment to their employees. Once employees in the organisation are empowered by management, focused goals, role clarity, shared values, enthusiastic efforts would result into better efficiency and effectiveness of the organization. Respecting employee empowerment to improve organizational success and bring to a globally accepted level is a great necessity. Organizations of today require employees that are knowledgeable and skilled in order to sustain

superior performance in the intensely competitive market. The verb “empower” means to provide the means, ability, authority and freedom to use that authority.

Empowerment would mean that ‘the employees can take timely action to reinforce his or her work, either in personal or organisational terms, rather than the traditional bureaucracy, with rigid control, clear cut orders, and strict obedience (Nwachukwu, 2016). Employee empowerment can thrive only in the liberated environment of flexibility, innovation, commitment, zero defect quality production and continuous improvement. Considering from this angle, employee empowerment in any business organisation means giving employees the required means, provide training to develop ability and delegating authority to enable them to take their work related decisions on their own. Except for the very fact that employee empowerment is effective in motivating employees, creating more satisfying and meaningful jobs that requires quicker decisions. Employee empowerment may also be used to express the ways by which non-managerial staff can take autonomous decisions without consulting their managers. More often employee empowerment results in dropping a number of the rights traditionally held by the management but the prerequisite is that the managers must also be ready to take up the new roles and responsibilities.

Pursuant to this, employee empowerment is an important factor to ensure success for firms. Empowerment enhances employees trust, commitment and productivity (Nwachukwu, 2016). In present economy, due to decentralized roles and regulations there is need for the organizations to empower employees. Empowerment is based on the idea that giving employees skills, resources, authority, opportunity and motivation, in addition to holding them accountable and accountable for the results of their business, will contribute to their efficiency and satisfaction. The empowered employee becomes “self-directed” and “self-controlled” It means making a person able to manage by himself, it focuses on employees to make use of their full potential (Majed, 2020). Moreover, when employees are empowered they are interested in their work and more motivated to perform better (Gill et al., 2017). Experts agree that employees who have more control over how, when, and where they do their job will work harder and find their work more engaging and given the chance to show off what they can do, employees will put their best foot forward and feel more satisfied at the end of the day (Wong, 2020). Furthermore, empowerment at the place of work also affects performance. It doesn't mean that management relinquishes all the authority, delegates all the decision-making power and allows the operations to run without accountability. Rather it requires higher investment of time and energy to develop mutual trust, assess and augment individuals' capabilities and develop clear agreements about roles, responsibilities and risk taking etc.

The general proposal in the literature is that adopting empowerment practices aids organizations to improve an influence on the human resources for competitive advantage (Wood et al., 2015) and enhance organizational performance. This assertion has a fit with the increasing body of research that has attempted to demonstrate that high involvement management practices and high performance work practices amount to improved organizational performance (Maynard et al., 2012). However, Pakravan and Khoobyari (2012) investigated the effect of cognitive empowerment aspects on employee performance in Pars Khazar Company. Rafiei et al. (2015) evaluated the relationship between cognitive empowerment, organizational support and leader – member interaction in the College of Humanities of Gorgan University. Abbasi et al. (2012) studied the relationship between employees' empowerment and their organizational

performance in Bagherol Uloom Hospital in Ahar city. Doaei et al (2014) performed a research on employees' empowerment as the intermediate of intellectual capital and quality of working life. Gorji (2010) evaluated the effect of human resource empowerment on performance of employees of Golestan Telecommunication Company. Ghorbanizadeh and Aghaverdi (2013) investigated the role of cognitive empowerment of employees in organizational excellence among employees of Iran Customs. Empirical studies done in Nigeria have failed to link employee empowerment and organization success, hence the research gap. This study sought to fill the existing research gap by conducting study to determine the effect of employee empowerment on the organizational success of telecommunication firms in Port Harcourt.

Statement of the Problem

The telecommunication sector is human capital intensive since it relies heavily on its employees to offer services to its clients. To be effective, Telecommunication firms must have a high degree of credibility. This requires considerable skills, expertise, experience and judgment on the part of its staff. Telecommunication has been and will always be a people business. Telecommunication firms in Nigeria must try to distinguish themselves by creating their own niche or image so that they can achieve a high level of competitiveness. This impressive success has not been without challenges in employee empowerment. Telecommunication firms' management are reluctant at empowering employees because they believe that they are at the top and nothing much needs to be done in relation to empowerment because the employees are already exhibiting excellent performance.

There is a lot of laxity on empowerment because an individual gets training after six months. For example the telecommunication engineers who are always out in the field doing repairs rarely get that time for training. Instead they are on the field always sending reports but no skill added onto their knowledge base. This has led to poor service delivery in some instances as some of the engineers have to consult with the managers to troubleshoot some dynamic issues that arise in the field and are beyond their scope of knowledge. Employees' commitment and morale are issues needing attention. It is evidenced that some employees has lost job commitment and slow in morale to carry out their duties as results of firms' failure to instill in them rigorous training and capacity building. Sense of empowerment has a significant effect on employees' performance and organizational performance such as quicker and more direct response to customer needs, employees are more satisfied with their jobs and are able to meet departmental and company goals and they also become a valuable source of new ideas. It is in light of these challenges mentioned above that this study evaluate the relationship between employee empowerment and organizational success of telecommunication firms in Port Harcourt through employee autonomy, employee reward system and employee recognition.

Aim and Objectives of the Study

The aim of this study was to determine the effect of employee empowerment on organizational success of telecommunication firms in Port Harcourt. The study was guided by the following specific objective

1. To analyze the effect of employee autonomy on organizational success of telecommunication firms in Port Harcourt.

2. To determine the influence of employee reward system on organizational success of telecommunication firms in Port Harcourt.
3. To establish the effect of employee recognition on organizational success of telecommunication firms in Port Harcourt.

2.0 Literature Review

This study takes its precept from Administrative Management Theory. This theory was advanced by Henry Fayol and James D. Mooney (Waldo, 2006). This theory attempts to find a better and rational way in which an organization can be designed. It advocates for clarity and formality in the administrative structure. It also advocates for division of labor and delegation of powers to various employees based on their designation. The formalization approach asserts that an organization should have a well-structured hierarchy of authority explaining different employee roles and responsibilities. Clarity in administrative lines determines the flow of power and extent of work expected from an individual. The aspect of division of labour is a reflection of the fact that organizational goal achievement is guided by a clear division of labour to encourage specialization and productivity per given unit. In a nutshell, the administrative theorists viewed productivity improvements using the top-down administration.

Fayol contributed various principles of this truism to seal his theory (Waldo, 2006). He came up with the scalar principle which advocated for hierarchy in the structure to control the administrative functions. He also added the exceptional principles that encouraged the handling of routine matters by subordinates and exceptional issues being brought to the attention of the seniors; that is in the case of an exception. He also added the span of control principle that asserts that a senior should not have more subordinates than he or she can supervise or manage. He also added the departmentalization principle which states that similar activities should be grouped into independent units for administrative purposes. Unity of command principle of truism was also added to advocate for specialization. This theory supports the variable of performance by saying that clarity in administrative lines determines the flow of power and extent of work expected from an individual enabling continuous supervision and with specialization principle, there is improved organizational performance (Waldo, 2006).

Employee Empowerment

In management, applying the term empowerment may be traced back to the period of establishing people-oriented systems and involving employees in organizational decision-making under different terms of team-making, participation and total quality management. With the latest changes, the term converted to employees' empowerment and, thus, it can be said that this is not a novel concept (Sayed et al., 2016). It is a concept that simply depicts the act of adopting to empower employees in the organization in the lay man's parlance. Empowerment is one of those concepts that at first thought everyone thinks he understands, but very few people really understand. Empowerment is the process of providing people with the information and tools needed to make informed decisions about the future of their lives. Randolph (2022) defines

employee empowerment as “a transfer of power” from the employer to the employees. Empowerment is not only having the freedom to act, but also having higher degree of responsibility and accountability. This indicates that management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives. Empowerment involves maximum flexibility and freedom to make work related decisions (Goetsch & Davis, 2014). Employee empowerment is seen as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities.

Empowerment enhances beliefs, increases knowledge and skills, improves the psychological characteristics of workers and improves organizational and environmental conditions so people can work as efficiently and effectively as possible in organizations (Haghighi et al., 2014). Empowerment primarily denotes a prospect an individual has for choice, autonomy, responsibility, and active participation in deciding the procedures of executing their designated tasks in the organizations (Tamunomiebi & Chika-Anyanwu, 2020). Four empowerment structures often identified includes: 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 availability for employee's to execute their job; formal power and informal power of individuals within the organization (Clavelle et al., 2013). Empowerment focuses on employees to make use of their full potential. Every organization needs a management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance (Majed, 2020). The onus rests on the management to create conditions for work effectiveness by ensuring employees have access to the information, support, and resources essential to accomplishment of their work and to provide opportunities for employees to learn, grow and develop. Thus, employees who believe their work environment provides access to these factors aforementioned are said to be empowered (Wong & Laschinger, 2013).

Organizational Success

Organizational success has overtime been considered in many diverse areas with varying interpretations on what successful performance stands for. At conception of any organization, there is always a purpose for its existence and always a desired future for the organization which it strives to attain. How well the organization fairs with regards to attainment of its goal(s) is considered as the organization's success (Stoner et al., 2006). Success cuts across all activities within the scope of operation of the organization be it within or outside the organization (Oparanma, 2010). In other words, the organization attempts to assess how well it achieves its appropriate objectives. Organizational success involves the recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments to achieve those goals more effectively and efficiently (Richard et al., 2009). According to Richard et al. (2009) organizational success comprises three specific areas of firm outcomes; financial success (profits, return on assets, return on investment, among others.), product market success (sales, market share, among others.), and shareholder return (total shareholder return, economic value added, among others.).

This study recognized distinctive scopes of financial success and measures of them, developed and tested a multidimensional model of financial success, though in an explanatory form. In essence, so long as the value created by empowerment practice in the organization is higher than the value expected by the organization, empowerment will always be upheld while the reverse becomes the case if the value created by the adoption of empowerment is far below the expectation of the organization. Without mincing words, the prospective success of a business is usually contingent to its organizational success. This is usually reflective of the organization's ability to effectively implement feasible strategies to accomplish established goals and objectives (Randeree & Al Youha, 2009). Organizational success can be defined as the degree to which companies achieved their business objectives (Janepuengporn & Ussahawanitchakit, 2011). This construct is assessed essentially through financial indicators (such as profit, return on investment) or non- financial indicators (such as customer satisfaction, commitment, morale and quality of products and services). A number of variables constitute organizational success which include but not limited to: business model effectiveness, efficiency, and outcomes (Boyatzis & Ratti, 2009).

Organizational Commitment

Organizational commitment is one of the most popular research topics in the field of organizational behavior, and the prior research about organizational behavior shows that scholars are trying to understand the nature, consequences, and predictors of organizational commitment (Hanaysha, 2016b). Organizational behavior research has increasingly sought to understand the determinants, theoretical basis, and effects of organizational commitment (Spanuth & Wald, 2017). Furthermore, the nature of ideal employment relationship has changed recently, as employees are seeking to find lifelong employment (Breitsohl & Ruhle, 2013). Organizational commitment reflects the commitment of employees to their organization (Yao et al., 2019). Organizational commitment can also be explained as a psychological emotional state that describes an employee's identification with a firm (Allen & Meyer, 1990). Organizational commitment is very important because employees' goals and needs have to dovetail with the organization's needs and goals to gain the best from employees (Devece et al., 2016). It has also been referred to as how strongly employees are involved in and identify with the organization (McCunn & Gifford, 2014).

Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization. It can be concluded that organizational commitment is an individual's psychological state associated with a strong belief, belief and acceptance of the goals and values of the organization, a strong will to work for the organization and the degree to which he wants to remain a member of the organization. The phenomenon of organizational commitment in an agency is an important factor in the goals to be achieved by the agency so that this commitment can motivate to maintain the position it holds by increasing the performance of its employees. This employee performance achievement is in line with the agency's goal to be able to advance and survive in the face of any challenges that hinder development.

Employee Morale

Morale describes workers' level of enthusiasm toward their assignment, which in turn, depends on their level of job satisfaction. Moral has been defined "as an indefinable concept that refers to

how positive and supportive a worker feels toward the establishment to which he/she belongs” (Haddock, 2010). Seroka (2009) defines moral as “the general level of self-confidence or optimism experienced by a worker or a group of workers, especially if it affects discipline and willingness”, rather than coercion. According to Finger (2005), moral “is more influenced from the top down (that is by leadership cadre) than from the bottom up”. Ewton (2007) maintains that “moral is associated with absenteeism, and even more when lower productivity, lost revenue, and other effects of low morale are considered”. Moral is argued to be “the stimulant that drives an establishment forward or the fuel that feeds the fires of a worker’s discontent and poor performance” (Ewton, 2007).

Mazin (2010) adds that “high moral leads to people coming to work on time, improved communication, less time wasted on gossip, improved recruitment and retention, and more creativity”. Some scholars believe that moral have connection with worker’s job satisfaction. Suzuki et al. (2006) refer to job satisfaction as “a joyful or positive emotional state regarding work or the work experience”. Worker’s job satisfaction is viewed as “the general attitude which is the result of many specific attitudes” (Reddy and Rajasekhar, 1990). Worker’s job satisfaction is a key factor of organizational success (Aziri, 2011). Worker’s job satisfaction is of vital importance for the growth of any organization.

Employee Empowerment and Organizational Success

Empowerment practices in organizations appears to be one of the effective strategies to accelerate organizational performance as well as procedures for not just increasing productivity in employees but also providing them with fundamental self-induced rewards and motivating them to continue striving for future tasks geared towards attaining the goals of the organization. Many studies have examined the relationship between employees’ empowerment and organizational commitment. A study by Hanaysha (2016a) showed a positive relationship between employees’ empowerment and organizational commitment, and this is demonstrated by the fact that an environment that encourages empowerment in the workplace will have a positive impact on organizational commitment. Gholami et al. (2013) have found that employee empowerment have a positive relationship with organizational commitment. Al-Haddad & Kontour (2015) posits that the application of the empowerment process on a wide range within the organization will amount 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 fulfilment. Most of the benefits of empowerment are: Innovation, greater efficiency and improved performance.

The general proposal in the literature is that adopting empowerment practices aids organizations to improve an influence on the human resources for competitive advantage (Wood et al., 2015) and enhance organizational performance. This assertion has a fit with the increasing body of research that has attempted to demonstrate that high involvement management practices and high performance work practices amount to improved organizational performance (Maynard et al., 2012). However, Pakravan and Khoobyari (2012) investigated the effect of cognitive empowerment aspects on employee performance in Pars Khazar Company and found a positive, significant relationship between aspects of cognitive empowerment and employee performance. Rafiei et al. (2015) evaluated the relationship between cognitive empowerment, organizational support and leader – member interaction in the College of Humanities of Gorgan University.

Results showed that cognitive aspects of empowerment have a positive, significant impact on organizational support and leader – member interaction. Abbasi et al. (2012) studied the relationship between employees' empowerment and their organizational performance in Bagherol Ulum Hospital in Ahar city. Their findings demonstrated a significant relationship between the two studied variables. Doaei et al (2014) performed a research on employees' empowerment as the intermediate of intellectual capital and quality of working life. They found that intellectual capital and its aspects positively and significantly affect quality of working life through empowerment. Ghorbanizadeh and Aghaverdi (2013) investigated the role of cognitive empowerment of employees in organizational excellence among employees of Iran Customs. Results suggested that cognitive empowerment is effective on organizational excellence.

Employee Autonomy and Organizational Success

Autonomy is known to be an important contextual antecedent of creativity and innovation (Hammond et al., 2011). In the meta-analysis carried out by Hammond et al. (2011), all job characteristics, comprising job autonomy, were established to be the strongest predictors of creativity and innovation amid all predictors assessed in their study. They implied that giving employee's freedom in performing their work, makes them to be able to find and develop working procedures that yields them best tactic of attaining the best result (De Spiegelaere et al., 2015). Such a freedom to choose procedures and take decisions on the job execution processes is necessary for creativity and innovative behaviour as these actions are concentrated on investigating and emerging the best methods to find solution to impeding problems (De Spiegelaere et al., 2015). Accordingly, Dierdorff & Morgeson (2013), argued that "by having freedom in the work role (autonomy), individuals are able to take the initiative and perform in a creative manner because they are less constrained in their role performance."

Employee autonomy is considered a very central factor which is capable of promoting employees' work motivation, well-being and satisfaction (Camerino & Mansano Sarquis, 2010). Luthans & Youssef-Morgan (2017) posits that a sense of control is indispensable for the formation of psychological capital and employee autonomy means that employees can control their work methods and progress, give them a sense of control, and achieve the necessary conditions of psychological capital. Avey et al. (2010) in study of 1264 employees found that job characteristics (job autonomy inclusive) are antecedents of psychological capital. Wang & Zhang (2016), taking university librarians as the research object, analysed various factors affecting psychological capital, and found that job autonomy has a significant positive impact on University librarians' psychological capital and performance. Devolving responsibility and delegation of authority are important aspects of the empowerment process which give the workers, the sense of ownership and motivate them to use most of their capabilities and talents required to perform their duties effectively. The managers empower the employees to take their own work related decisions, give the overall direction, follow the progress of the work and ensure proper monitoring and evaluation consistent with the designated goals for the given period. Based on this literature, the following hypotheses were formulated:

Ho₁: There is no significant relationship between employee autonomy and organizational commitment of telecommunication firms in Port Harcourt.

Ho₂: There is no significant relationship between employee autonomy and employee morale of telecommunication firms in Port Harcourt.

Employee Reward System and Organizational Success

A reward can be operationally described as the compensation which an employee receives from an organization in exchange for the service rendered by the employee or as the return for work done. Reward system can be categorized as intrinsic or extrinsic. Intrinsic reward system involves that psychological and intangible reward that are integral in the job and which the individual enjoys as a result of successfully completing the task or attaining his goals. These include appreciation, praise and recognition touching the self-esteem of the employee. Employees feel satisfied when they have accomplished something worth appreciation at work and orally receive appreciation by the organization (Nawab et al., 2011). The extrinsic reward on the other hand is external to the task of the job and it is tangible in order to appreciate the task performed by employee. Extrinsic reward includes pay, work condition, fringe benefits, feeling of stability, job security, and promotion, contract of service, salary, incentives, bonuses, payments and job security the work environment and conditions of work (Badrinarayan & Tilekar, 2011).

Effective reward system is an essential mechanism that management applies to channel employee's motivation in anticipated ways such as enhanced functionality and further improve organizational performance. In a world of global competition, employers are in search for better avenues of appealing the employee to perform at optimum. One of such strategies is by the involvement of an appropriate reward system that not only attracts and retains top performing employee but continually motivates them towards achievement (Downes & Choi, 2014). Effective reward system triggers the norm of interchange in the sense that when the organization accommodate the needs of their employees and reward them for their effort, the employees in exchange for the rewards provided to them, will reciprocate by increasing their commitment towards their organization and their work Hafiza et al. (2011). Rewarding employees is connected to the motivation of the workforce of organization for improved performance but what type and mix of rewarding procedure to apply is a challenge for the organizations. Empowerment practice is one of those thrilling methods of quickening the performance and increased productivity in the employees. An effective reward system must continuously increase the desire to attain high standards, increase employee satisfaction and give a feeling of competence and freedom (Danish & Usman, 2010). Based on this literature, the following hypotheses were formulated:

H₀₃: There is no significant relationship between employee reward system and organizational commitment of telecommunication firms in Port Harcourt.

H₀₄: There is no significant relationship between employee reward system and employee morale of telecommunication firms in Port Harcourt.

Employee Recognition and Organizational Success

According to Mone et al. (2011), employee recognition can be seen as a form of positive feedback strengthening the employee's behavior, or highlighting the achievement of an objective or specific task. It also enhances the employee's satisfaction, motivation, and morale. In addition, recognition and reward can positively affect the organization's success, as it enhances the employee's performance. It is critical to mention that managers should know the best time and approach to provide feedback and recognition, in order to endorse high levels of engagement; otherwise, overdosed recognition may negatively affect the intrinsic motivation of (Mone et al., 2011). Employee Recognition is not just related to the psychological need of the individual, but

should also be seen as an organizational and HR management tool. According to Brun & Dugas (2018), recognition can be classified in four main categories: “personal recognition; recognition of results; recognition of work practice; and recognition of job dedication”. Interaction is the basis of the recognition and can be categorized as “organizational interaction, vertical, horizontal, external and social”. Several studies related to the organizational performance, productivity and efficiency, referred to motivation as an essential predictor of performance.

Moreover, employee recognition is an important element directly influencing employee motivation (Brun & Dugas, 2018). Any individual is always in need of being recognized by his colleagues, family members, supervisors and customers, regardless of his job status or level. Furthermore, and taking into consideration fast growing working environments and economic conditions, employees and managers are forced to respond to unexpected demands, which put them under tremendous pressure to deliver and sustain consistency. Having said that, training, engaging, and retaining talent turn to be a priority for the organization's management. The same author states that HR management practices and efforts to promote and ensure a good work environment; in particular engaging staff in the decision making process, encouraging teamwork, supporting training and development are classified as one of the organizational strategic objectives. Based on this literature, the following hypotheses were formulated:

Ho₅: There is no significant relationship between employee recognition and organizational commitment of telecommunication firms in Port Harcourt.

Ho₆: There is no significant relationship between employee recognition and employee morale of telecommunication firms in Port Harcourt.

Empirical Review

Ikima (2023) ascertained the effect of employee empowerment on organizational performance of selected banks in Benue State. The study adopted a cross sectional survey design. Population consisted of all staff of the 3 selected banks in Benue state which came to 1285 from which a sample of 336 was drawn using Taro Yamane's formula for sample size determination. Simple random sampling was used to administer questionnaire which was the instrument of data collection. Results showed that employee empowerment has a significant positive effect on profitability and a significant negative effect on service quality of selected banks in Benue state. Seyed et al. (2016) investigated relationship between human resource empowerment pattern and organizational excellence among employees of emergency of Guilan's University Hospitals. This is an applied research performed through descriptive – survey method. Required data was obtained using standard questionnaire. Research population is composed of all employees of emergency units of Rasht university hospitals (N = 400) of which 195 individuals were selected as the sample according to Cochran's formula using ordinal random sampling. Besides, share of each order was calculated through systematic sampling method. Obtained data was analyzed using SEM method in AMOS22 software. Also, Pearson's test was performed through SPSS21 software. Findings indicated a positive, significant relationship between human resource empowerment and results of EFQM among employees of Guilan's university hospitals.

Shafique and Nadeem (2018) explored the effect of empowerment on organizational performance of the hotel Industry in Pakistan. Convenience sampling was used as the sampling strategy to get a sample size of 150. The study results showed that employee's empowerment

explained a significant relation with organizational performance with motivation as a mediating variable. Findings presented that empowerment positively affects performance within an organization. The results show that employee empowerment is correlated positive with organizational performance in hotel industries. Based on the results of this study, motivation is associated with enhanced organization performance.

Andika and Darmanto (2020) studied the effect of employee empowerment and intrinsic motivation on organizational commitment and employee performance. The research sample consisted of 104 employees at the Civil Registry Office of the Semarang City Government. The data carried out in 2018 and processed with a Partial Least Square Structural Equation Modeling (PLS SEM) using SmartPLS 3.2.8 Profesional License. The result of the analysis shows that empowerment and intrinsic motivation have significant effects on organizational commitment. The research results also find the significant effect of empowerment, intrinsic motivation, and organizational commitment on employee performance.

Boussaleem (2014) studied on the impact of employees' empowerment on organizational loyalty: case study on Algerian communication companies. To achieve the above objectives, questionnaire was developed and distributed to a sample consists (71) subjects and then descriptive statistical technique such as (mean, standard deviation) and analytical statistical technique such as (multi-regression) were used to analyze the data. The study has reached the following conclusions: 1. there was a statistical significant impact of employees' empowerment on organizational loyalty. 2. there was a statistical significant impact of (Meaningfulness, Competence) on organizational loyalty. 3. there was no statistical significant role of (self-determination, Impact) on organizational Loyalty.

Mutoka and Susan (2017) studied on the effects of employee empowerment on the organizational performance: A case of Safaricom limited. A descriptive research design was adopted for the study since it allows for a breadth of observations to be made concerning the phenomenon that is under investigation. The target population was 400 employees working at the branch where a sample size of 200 employees was selected through stratified sampling. The data was collected using questionnaires and administered to the employees who work at the branch. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) Version 20. The study found decision making had positive significant effect on organization performance. The study also found that training and development had positive significant effect on organization performance.

Pradanna et al. (2022) examined the influence of Information Technology, Employee Empowerment, and Work Culture on Employee Performance at the Ministry of Law and Human Rights of the Riau Islands Regional Office. The sampling technique used by the researcher is the Simple Random Sampling Technique using the formula from Slovin. The data collection technique in this study used a questionnaire that was given directly to the respondents. The data analysis method used by the researcher is a descriptive quantitative analysis using Multiple Linear Regression, Classical Assumption Tests, t-tests, and F-test and the coefficient of determination. The results of this study are the three independent variables namely information technology, employee empowerment, and work culture partially and simultaneously have a positive and significant effect on employee performance at the Ministry of Law and Human Rights Regional Office of Riau Islands.

3.0 Materials and Method

Research Design: This study utilized a Cross Sectional Survey Research Design for its research. The researcher is able to collect data that can be used to draw inferences about a population of interest (universe) at a single point in time thanks to this research design. For this particular study, the cross-sectional survey was used.

Population of the Study: Population of this study is made up of all top level managers of MTN, Airtel, Glo and 9Mobile telecommunication firms in Port Harcourt. The accessible population is the number of all top, middle level managers and supervisor (brand managers, marketing managers, customer service personnel and others) working with these selected telecom firms in Rivers state on a regular basis for over a year.

Sampling Techniques and Sample Size Determination: For the purpose of this study, the convenience sampling being a type of non-probability sampling was used. A total of twenty (20) copies of questionnaire were distributed to top, middle level managers and supervisor (brand managers, marketing managers, customer service personnel and others) of the selected telecommunication firms in Port Harcourt, which five (5) copies of questionnaire were distributed to each top, middle level managers and supervisor (brand managers, marketing managers, customer service personnel and others) of these telecommunication firms

Data Analysis Techniques: Spearman Rank Correlation Coefficient was employed to test the hypotheses.

4.0 Results and Discussion

This chapter presents the analysis of research findings on the relationship between employee empowerment and organizational success of telecommunication firms in Port Harcourt. The research sampled 20 managers of the four telecommunication firms in Port Harcourt. The data collection instruments (questionnaires) were disseminated to the selected participants via hand delivery and were collected later. However, out of the questionnaires distributed, 20 questionnaires were collected back by the researcher fully completed making a response percent to 100%.

4.1 Hypotheses Testing

Table 1: Employee Autonomy and Organizational Success Measures

			Employee Autonomy	Organizational commitment	Employee Morale
Spearman's rho	Employee Autonomy	Correlation Coefficient	1.000	.803**	.898**
		Sig. (2-tailed)	.	.000	.000
		N	20	20	20
	Organizational commitment	Correlation Coefficient	.803**	1.000	.892**
		Sig. (2-tailed)	.000	.	.000
		N	20	20	20
	Employee Morale	Correlation Coefficient	.898**	.892**	1.000**
		Sig. (2-tailed)	.000	.000	.000
		N	20	20	20

Source: Researcher's Field Survey, 2023 (SPSS output)

The result shows that employee autonomy has a strong significant relationship and positively correlates with organizational commitment at a $\rho = 0.803$ and $P_v = 0.000$; employee autonomy also strongly and positively correlates with employee morale at a $\rho = 0.898$ and $P_v = 0.000$. The result presents employee autonomy to have significant and positive impact on organizational success. Therefore, the study rejected the two null hypotheses relating to employee autonomy with organizational commitment and employee morale, because the $P_v (0.000) < 0.05$ level of significance.

Table 2: Employee Reward System and Organizational Success Measures

			Employee Reward System	Organizational commitment	Employee Morale
Spearman's rho	Employee Reward System	Correlation Coefficient	1.000	.844**	.821**
		Sig. (2-tailed)	.	.000	.000
		N	20	20	20
	Organizational commitment	Correlation Coefficient	.844**	1.000	.892**
		Sig. (2-tailed)	.000	.	.000
		N	20	20	20
	Employee Morale	Correlation Coefficient	.821**	.892**	1.000**
		Sig. (2-tailed)	.000	.000	.000
		N	20	20	20

Source: Researcher's Field Survey, 2023 (SPSS output)

Evidenced from the result table shows employee reward system to have a strong significant relationship and positively correlates with organizational commitment at a rho = 0.844 and Pv = 0.000; employee reward system also strongly and positively correlates with employee morale at a rho = 0.821 and Pv = 0.000. The result presents employee reward system to have significant and positive impact on organizational success. Therefore, the study rejected the two null hypotheses relating to employee reward system with organizational commitment and employee morale, because the Pv (0.000) < 0.05 level of significance.

Table 4.3: Employee Recognition and Organizational Success Measures

			Employee Recognition	Organizational commitment	Employee Morale
Spearman's rho	Employee Recognition	Correlation Coefficient	1.000	.851**	.898**
		Sig. (2-tailed)	.	.000	.000
		N	20	20	20
	Organizational commitment	Correlation Coefficient	.851**	1.000	.892**
		Sig. (2-tailed)	.000	.	.000
		N	20	20	20
	Employee Morale	Correlation Coefficient	.898**	.892**	1.000**
		Sig. (2-tailed)	.000	.000	.000
		N	20	20	20

Source: Researcher's Field Survey, 2023 (SPSS output)

Evidenced from the result table shows employee recognition to have a strong significant relationship and positively correlates with organizational commitment at a $\rho = 0.851$ and $P_v = 0.000$; employee recognition also strongly and positively correlates with employee morale at a $\rho = 0.898$ and $P_v = 0.000$. The result presents employee recognition to have significant and positive impact on organizational success. Therefore, the study rejected the two null hypotheses relating to employee recognition with organizational commitment and employee morale, because the $P_v (0.000) < 0.05$ level of significance.

5.0 Discussion of Findings

Employee autonomy significantly and positively correlates with organizational success

The outcome from the test of analysis identified employee autonomy as having a significant impact on organizational success and as such enhancing outcomes such as organizational commitment and employee morale. On this basis, the null hypothetical statements were rejected as the result revealed that there was a significant relationship between employee autonomy and organizational success. The result showed that employee empowerment which involves employee autonomy contributed towards the degree to which telecommunication firm is able to adopt better competitive advantage to help in delivering of service and as well create good reputation and positioning. This result agreed with the findings of satisfaction Camerino et al. (2010), Luthans & Youssef-Morgan (2017), Avey et al. (2010) and Wang & Zhang (2016) that employee autonomy has a significant positive impact on University librarians' psychological capital and performance.

Employee reward system significantly and positively correlates with organizational success

The evidence on the nexus between employee reward system and organizational commitment and employee morale were observed to be significant; with employee reward system having a significant impact on the measure of organizational success: organizational commitment and employee morale. As such the null hypotheses of no significant relationship were therefore rejected. This indicates that employee reward system contributed significantly as a predictor of organizational success and that it enhances its feature such as organizational commitment and employee morale. These results concurred with the works of Koffarnus et al. (2013), Rudge (2011), Gohari et al. (2013), Whynter-Palmer (2012) and Siami & Gorji (2011) shows that all of these encourage employees to exert and give in their best to the organization and to this helps to sustain the organizational performance at its peak – though at a cost to the organization.

Employee recognition significantly and positively correlates with organizational success

The evidence on the nexus between employee recognition and organizational commitment and employee morale were observed to be significant; with employee recognition having a significant impact on the measure of organizational success: organizational commitment and employee morale. As such the null hypotheses of no significant relationship were therefore rejected. This indicates that employee recognition contributed significantly as a predictor of organizational success and that it enhances its feature such as organizational commitment and employee morale. These results concurred with the works of Koffarnus et al. (2013), Rudge (2011), Gohari et al. (2013), Mone et al. (2011), and Brun & Dugas (2018).

6.0 Conclusion and Recommendations

This section was to ascertain the effect of employee empowerment on organizational success of telecommunication firms in Port Harcourt. The study considered three dimensions of employee empowerment – employee autonomy, employee reward system and employee recognition (independent variables) and two measures of organizational success – organizational commitment and employee morale (dependent variable). Analysis was done using Spearman Rank Correlation Coefficient. Based on the results of the analysis, the study concludes that employee empowerment is strongly and positively relates with organizational success in telecommunication industry in Port Harcourt, as employee empowerment creates a means of attachment with management which leads to organizational success that most times leads to organizational commitment and employee morale. It is recommended that;

1. There is need for the management of telecommunication firms to involve their employees in all aspect of organization decision making.
2. There is need management of telecommunication firms to continuously provide their employee skill based training.
3. There is need for the management of telecommunication firms to give employee autonomy, as increased autonomy should make employees feel a greater responsibility for the outcomes of their work, and therefore have increased work motivation.
4. There is need for the management of telecommunication firms to enhance and increase information sharing.

5. Relying on a single factor may even have a detrimental impact on employee creative performance. To promote creativity, job task designing and supportive attitude by managers is crucial for employees in achieving project success.
6. Managers should develop the right group norms by creating a supportive culture to share knowledge among teams.
7. It also incorporates a supportive work environment that encourages quality relationships with peers in the form of recognition and rewards.

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