Journal of Global Economics and Business **April 2023, Volume 4, Number 13, 165-193**
ISSN: Print 2735-9344, Online 2735-9352

EMPLOYEE EMPOWERMENT AND ORGANIZATIONAL EFFECTIVENESS IN SELECTED COMMERCIAL BANKS IN ASABA DELTA STATE

Zeal EBOKA,
Department of Business Administration, Delta State University, Abraka
ebokazeal@yahoo.com

Abstract

The main objective of the study is to explore the effect of employee empowerment on organizational effectiveness. The study results show that employee empowerment explained a significant relation with organizational effectiveness. Cross-sectional research was used as the sampling strategy. This survey is based on a questionnaire and data collected from 375 employees of selected Commercial Bank in Asaba, Delta State. To analyse the data, SPSS version 23.0 is used. To check the relationship between the variables correlation analysis is used and to check the effect between variables linear regression analysis is used. Thus, all the hypotheses showed significant results. The study recommends that management should review its process of performance evaluations and rewards. Conduct regular employee evaluations, support employees emotionally and cultivate an environment where staff can approach management with their needs.

Keywords: *Employees Empowerment, Motivation, Organizational Effectiveness, Employing Training.*

DOI: 10.58934/jgeb.v4i13.146

1. Introduction

Employee empowerment has gained greater recognition in service-oriented sectors as employees of these sectors have frequent contact with their customers. When the interactions with the customers are not properly handled the outcome is poor service quality leading to customers' dissatisfaction and organizational ineffectiveness.

In today's competitive global environment, it takes more than following up with operational procedures and doing things the way it is usually done to ensure the success of any organization. If an organization wants to increase its profits and improve its productivity, it needs to empower its organizational members to present their best ideas, thoughts, insights and solution to the plethora of problems confronting present-day organization that is operating in a dynamic and highly competitive environment. As noted by Wang and Chen (2019) employee empowerment is essential for organizational success.

Globally, commercial banks play an important role in aiding economic and social progress. The banking sector of every nation, including those of South-South, Nigeria necessitates transactions, aids in saving and gives loans to help investors. Innocent (2015) as cited in Munyoki, Sang, & Wandiga, 2022, argued that the health of the nation's economy depends significantly on the well-being of its banking sector as a provider of oil for engines that drive economic growth and development vehicles. Commercial banks play a vital role in the growth of the economy which depends on banks' effectiveness and attainment of goals in the banking sector. The efficiency or inefficiency of commercial banks and the ineffectiveness or effectiveness always affect the economy. Worldwide banks contribute to the growth of the GDP of a country thus helping in increasing the productivity of the economy. Nigeria banks, with a total of 24 commercial banks as of December 2021, operate in a highly competitive environment and the profitability of most banks is reduced meaning that the banks must devise a way to reduce their cost of operation to enable them to attain set goals. Commercial banks in Nigeria, therefore, aim for not only effectiveness but also efficiency.

For Nigerian banks to survive and achieve their assigned goals and missions in today's competitive world, one of the most important factors they should consider is the human element. Humans are the most crucial asset of any enterprise as its success or failure depends on the individual's qualifications and performance. Technologies, processes, and products are easily copied; however, individuals will remain the most strategic resource for the company. Over the years, Nigerian banks have been trying to retain their valuable employees to enable them to meet the increasing needs of customers and become effective thereby improving their productivity and profitability. The advent of information technology, which had made the flow of information concerning job openings easily available, had increased job mobility. This factor had increased the rate of labour turnover. Hence, management had to develop a new technique to deal with this issue.

All efforts aimed at increasing the banks' productivity and effectiveness need to consider ways of improving employees' performance and one such effort is by empowering employees. This is because employee empowerment is an effort to encourage and enable individuals to assume personal responsibility for their efforts, improve the way they carry out their work and connect to the achievement of organizational goals. The principle is that employees respond more creatively when given broad responsibilities, are encouraged to contribute, and help to obtain satisfaction from their work. Therefore, often the path taken by companies to improve employee performance, motivation, commitment and employee productivity is through empowering employees (Motamarri, Akter, & Yanamandram, 2020).

The Problem

Over the years organizations are faced problems of underutilization of resources, underperformance and lack of commitment among their employees. At the point of employment, new employees usually promise to put in their best. Sooner than later, they develop poor attitudes to work and spend a lot of time on unproductive activities. Their attitude towards their customer is usually very poor as they seem to forget that the main reason they were employed is to serve the customers. They fail to realise that the success or failure of any organization is hinged on the way their customers are treated. They seem not to know that without the customers, there cannot be any business organization and without business organizations, there will be no jobs. This is a challenge to the organization.

In today's dynamic and competitive environment, banks must constantly hear their customer's voices and adapt to meet their ever-increasing needs both strategically and in moment-to-moment interactions. More so, since most banks offer similar services because of the level of regulation, the ability to meet customers' demands swiftly will differentiate forward-looking banks from other banks. To enable the banks to achieve this feat, their organizational members must be equipped with the necessary tools, information and the liberty to make judgements on their own within reasonable parameters. They should be freed from the red tape that causes critical delays to current and prospective customers. Against the backdrop, the following questions were raised

i. what are the effects of employee training on organizational effectiveness in selected Commercial banks in south-south Nigeria?

ii. what are the effects of job autonomy on organizational effectiveness in selected Commercial banks in south-south Nigeria?

iii. what are the effects of the employee reward system on organizational effectiveness in selected Commercial banks in south-south Nigeria?

Hypothesis

Ho_1: There is no significant relationship between employee training and organizational effectiveness

Ho_2: There is no significant relationship between job autonomy and organizational effectiveness

Ho_3: There is no significant relationship between the employee reward system and organizational effectiveness.

The area of this research work will give various dimensions of employee empowerment which is the stay of this research. The study covered selected commercial banks which include Zenith Bank, First Bank, Wema Bank, Stanbic IBTC Bank, Guarantee Trust Bank, and United Bank for Africa in Asaba, Delta State. This study on the effects of employee empowerment on organizational effectiveness in selected commercial banks in South-South Nigeria will be of great significance in many areas. It will provide new insights into the relationship existing between employee empowerment sub-variables of training, job autonomy, reward system and information sharing and organizational effectiveness.

2. Review of Related Literature

Review of Concepts

Employee Empowerment

The origin of employee empowerment can be traced to the theory developed by Douglas McGregor that emerged in the field of organizational behaviour. McGregor developed a theory named "Theory Y," based on the notion that employees' motivation, productivity, and participation can be attained and enhanced by designing more autonomous and flexible jobs (Hancer & George, cited in Zeglat, Aljaber & Alrawabdeh, 2014). Empowerment is an organizational strategy utilized to develop workers' skills, capabilities and responsibilities which ultimately results in employees working more efficiently and effectively (Blom, Kruyen, Van der Heijden, & Van, 2018). Studies have suggested that when workers are empowered in their roles, they develop a sense of commitment to their organization which supports them to develop, compete and deal with challenges inside and outside the organization (Sahoo, Behera, & Tripathy, 2010). Empowerment has also been shown to develop creativity and initiative and increase motivation which leads to greater job satisfaction (Madanat, 2018). Consequently, empowerment has received significant attention from scholars and practitioners due to its impact on organizational effectiveness and competitive advantage in the service industry (Abu Kassim, Yusoff, & Fong, 2012).

Empowerment is a process in which employees are authorised to make decisions of their own. Empowerment is a key factor and plays a vital role in employee commitment. When the capacity of an employee is improved to the extent that he is given the leverage to make decisions that affect the organization, he tends to become committed to the organization as his effort is being recognised by management. The employee is then dedicated to achieving the aims of the organization because of the recognition accorded him. Employee empowerment is mostly understood by sharing knowledge and improving intellectual capabilities and autonomy during decision-making (Karim and Rehman, 2012).

Employees will be willing to be more involved in the organization when they are allowed to improve their skills and enhance their competence, and their efforts are appreciated and rewarded thereby making them feel at home with the organization and contributing their best for the betterment of the organization. Components of Empowerment by Bowen and Lawler, (2006).

a. **Training**

Training is the organized way in which organizations provide development and enhance the quality of new and existing employees. Training is viewed as a systematic approach to learning and development that improve individual, group and organization (Goldstein & Ford cited in Khawaja & Nadeem 2013). Thus, it is the series of activities embarked upon by an organization that leads to knowledge or skills acquisition for growing purposes, thereby, contributing to the well-being and performance of the human capital, organization, as well as society at large. Training serves as an act of intervention to improve an organization's goods and services quality. It leads to improvement in the technical skills of the employees and thereby increases organizational effectiveness.

Training is the organization's planned efforts to help the employee gain the knowledge, skills, abilities and work-related behaviour, to apply them on the job (Noe, Hollenbeck, Gerhart & Wright, 2016). In other words, it is a deliberate effort on the part of the organization to create activities and materials aimed at supporting the involvement of employees and managers, to improve current and future performance, enabling participants to solve problems through discussion of different cases, stories, practical events that help employees master the skills and technical knowhow that is required for effective job performance.

b. **Job Autonomy**

Job autonomy is described as the level of independence an individual has to determine how work is done, this includes choosing the types of procedures to carry out the job (Oludeyi, & Aborisade, 2018). This allows an employee to choose his/her work schedule. The ability to do this depends on the individual's willingness to exercise independence at work (Metin, 2019), which may in turn depend on his/ her experience, passion and knowledge. Job autonomy is an essential psychological need that enables them to enjoy work (Metin, 2019) and this leads to a psychological state of responsibility for work outcomes, a state that indicates the degree of personal accountability each person has concerning the results of his work. It is a decision made by an individual for himself, but not neglecting the overall objectives. Job autonomy, measured by the freedom to schedule work, make decisions and let the employees be responsible for their outcomes, can generally improve performance (Malinowska, Tokarz, & Wardzichowska, 2018). Job autonomy helps organizational members to make their jobs more rewarding and less threatening. As employees are empowered, they possess greater flexibility in deciding (Troyer, Mueller, & Osinsky, 2000) which leads to the persistent investment of attention and efforts to derive the best solution (Shalleya & Gilson, 2004) towards a more complex and more demanding job. This situation makes the employee find the job more challenging thereby leading to less boredom.

c. Reward System

The success of any organization depends not only on the human capital available but also on the ability to trigger the best productivity from the available human capital. Generally, the workforce is motivated by the reward they receive for work done. Tripathy and Rohidas (2022) noted that the reward system is the most effective competitive tool for many firms. The reward system is crucial to the organization, through this they can attract the right employees and retain them and motivate them to give a desirable performance.

Reward systems are one of the basic components of a performance management system a reward system is a broad term and it encompasses all organizational components linked to rewards including people, processes, rules, regulations, procedures and decision-making processes that are involved in allocating the benefits and compensation among employees in return for the contribution that has made to the organization in terms of the work achieved (Griffin & Moorhead, 2014). Many studies in the banking industry have shown that a company's reward system plays a critical role in motivating employees towards improved performance and effectiveness. To stimulate employees' creativity, many managers have used extrinsic rewards (e.g. monetary incentives and recognition) to motivate their employees (Rashmi, & Umesh, 2017). Mendonca, (2002) noted that basically, a reward and compensation system is based on the expectancy theory which suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the reward they receive.

The reward system is the major link in the exchange process between individual workers and the organization (Tamunomiebi, 2020). Employees contribute many resources to the organization in form of time, effort, knowledge, skills, creativity and energy. In return, the organization rewards them with both tangible and intangible packages. Some elements of the reward system include; pay rise, bonuses, leave allowance, health allowance, transport allowance, official car and driver, tourism benefits, extra time allowance, furniture and electronic devices as well as promotion. Others are higher positions and responsibilities, recognition, award, etc.

Concept of Organizational Effectiveness

Every organization, whether big or small, profit or non-profit, public or privately owned is set up for a purpose. The organization then puts resources, both material and human together towards achieving its set goal. Sometimes the goals are achieved, other times the goals are partly achieved or not achieved. The measure of the degree to which an organization can achieve its predetermined goals and objectives with available resources is referred to as organizational effectiveness. In other words, it is the extent to which an organization achieves its predetermined objectives with the given amount of resources and means without placing undue strain on its members.

Organizational effectiveness is also viewed as the extent to which an organization's main tasks are accomplished and finalized with the construct of effectiveness being compactly associated with a successful organization's performance (Kafashpoor, Shakoori, & Sadeghian, 2013). To measure effectiveness, a criterion was proposed that includes the following: overall success, market share, profitability, growth rate and innovation (Lee, & Choi, 2003).

Every organization, including Commercial banks in South-South Nigeria, is constructed to be the most effective and efficient social unit. Generally, organizational effectiveness is measured by determining the degree to which an organization realizes its raison d'etre, that is, service of goals. Three different approaches can be applied when evaluating bank organizational effectiveness: 1) the analysis of the bank balances; 2) the analysis of financial data representing the bank operating in the market; and 3) the analysis of data demonstrating the banking sector structure. Effectiveness summarizes the yield of factors and the achievement of predefined goals, without considering the manner and the resources optimized. Effectiveness has strategic meaning in bank management. An effective organization refers to one that continually strives to identify and focus on factors critical to its customers and improves its processes to provide quality products or services.

Organizational effectiveness models

Some numerous models or approaches attempt to capture the richness of organizational effectiveness both as a construct and a concept. This multiplicity of organizational effectiveness frameworks can be explained by the nature of the organizational effectiveness construct, and also by a range of conceptualizations of organizations that yield different effectiveness models (Cameron, 1984). The different models of organizational effectiveness are useful in determining the performance of the firm as identified by Chinoperekweyi (2019) and summarized below:

a. **Goal model**

This is the most common theoretical perspective on effectiveness. The conventional organizational effectiveness model relies on the firm's vision as a rational set of arrangements focused on achieving set goals. The goal model considers organizations as rational entities that channel all efforts and resources towards the attainment of set goals nothing more and nothing less. The primary focus of the rational goal model is the ability of an organization to achieve predefined goals. Therefore, the accomplishment of outcomes is the basic measure of effectiveness. "Its focus is on the output, to figure out the essential operating objectives like profit, innovation and finally product quality" (Schermerhorn, Hunt, Osborn, & Osborn, 2004). The Goal model assesses the effectiveness of an organization in terms of its success in realizing its goals. Regarded as the "most logical approach" to studying organizational Effectiveness, the goal approach nevertheless has its weaknesses. Most obvious is the reality that an organization may have numerous goals that may conflict with one another. In addition, an organization's goals may shift over time, especially its short-term operative goals. Goal shifts may result from an organization's interactions with its environment, internal changes, or outside pressures (Eydi, 2015).

b. **System model**

The second framework is the system resource approach, Yuchtman and Seashore (1967), who proposed the system resources model, defined effectiveness as "the ability of the organization, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources. The system model emphasizes the means towards the accomplishment of specific ends. The focus is on inputs, resources and processes. Effectiveness is explained in terms of the ability to obtain necessary resources from the environments outside the organization (Schermerhorn *et al.*, 2004). The conception of the organization is grounded in the open system approach whereby the inputs, transformation process and outputs are considered part of the whole and not independent components. The model analyses the ability of managers and directors to efficiently distribute resources among various subsystems' needs. The organization, in this case, is defined as a network of interrelated subsystems. Attracting necessary resources and maintaining a harmonious relationship with the environment is central to the application of the systems model (Eydi, 2015).

c. **Strategic-Constituencies Model**

The goal and systems model are expanded under the strategic constituencies model. Under this model emanating from the work of Connolly, Conlon, and Deutsch (1980), the identification of the key stakeholder's view of effectiveness is considered paramount. In other words, the multiple-constituency model, according to Connolly et al., is based on, a view of organizational effectiveness in which several (potentially, many) different effectiveness statements can be made about the focal organization, reflecting the criterion sets of different individuals and groups we shall refer to as constituencies. The model adds to the expectations of all the powerful stakeholders of the organization (Connolly *et al.*, 1980). The effects of the organization on its key stakeholders are addressed by the strategic constituencies model

(Schermerhorn *et al.,* 2004). Effectiveness is therefore a measure of the minimal satisfaction of all stakeholders (strategic constituencies). The strategic constituencies have different roles in an organization. Examples of such roles include consumers of the products or services, resource providers, facilitators of the organization's output, and dependents of the organization (Cameron, 1981). An organization is therefore perceived as a set of internal and external constituencies that negotiate a complex set of constraints, goals and referents.

d. **Competing-Values Model**

This model constitutes a synthesis and an extension of the goal, system and strategic-constituencies models (Quinn & Rohrbaugh, 1983). Effectiveness under this model is perceived as an exercise grounded in values. Organizational values form the foundation of this model; hence three sets of competing values are juxtaposed to form different definitions of effectiveness. This model identifies three sets of competing values. Values related to organizational focus, from an internal, micro emphasis on the well-being and development of people in the organisation to an external, macro emphasis on the well–being and development of the organisation itself. Values related to organizational structure, from an emphasis on stability/control to an emphasis on flexibility. Values related to organizational means and ends, from an emphasis on impact process planning and goal setting to an emphasis on the outcome (e.g. efficient product of output). Therefore, an effective organization is one that achieved balance among these sets of competing values.

Conceptual Framework

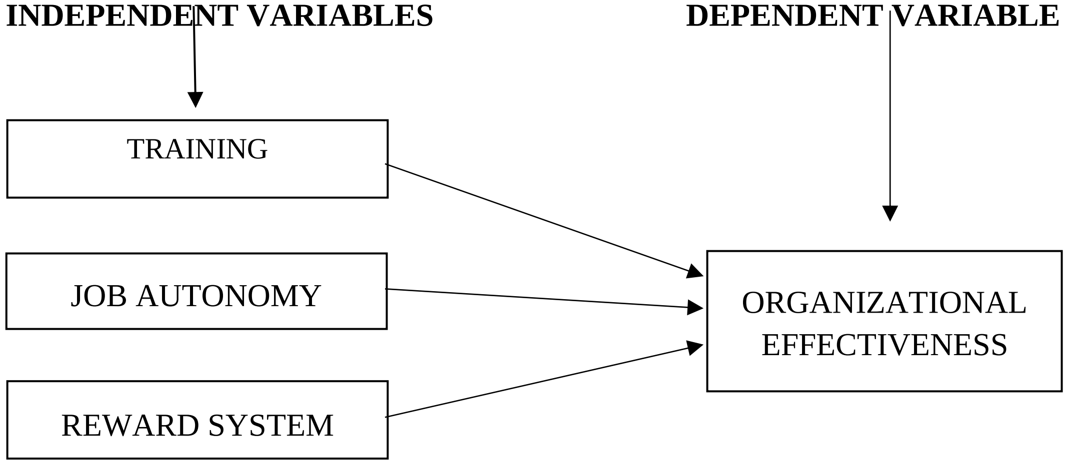

Fig 1. Conceptual Framework Source: Researcher's Conceptualization (2023)

3. Review of Theories

The following theories were reviewed in the study;

Organizational Support Theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Organizational support theory, developed by Eisenberger and his research team in 1986 holds that employees develop a general perception concerning the extent to which their work organization values their contributions and cares about their wellbeing. (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Accordingly, human resources feel the amount of effort the organization makes to satisfy their socioeconomic needs and reward their efforts (Worku, 2015). Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002) suggested perceived organizational support as employees' perceptions regarding the amount of attention the organization pays to their contribution. Organizational support refers to an employee's feeling that the firm values their contribution and considers their well-being, and includes moral support, recognition, and provision of information, training, and other tools for employers (Varma & Chavan, 2020).

Organizational support theory holds that providing positive resources to employees induces among employees a feeling of obligation to help the organization to reach its goals (Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017).

Social Exchange Theory (George, Homan 1958)

The major proponent of social exchange theory is associated with George Homan (1958). The theory proposes that employees exhibit positive or negative behaviour as a response to the treatment they receive from their employers. According to Greenberg, and Scott, (1996), the central aspect of this theory is the norm of reciprocity. A strong exchange relationship between the employer and employee would help maintain a positive working relationship and would elicit positive sentiments such as satisfaction, commitment and trust in employees, which in turn would move employees to engage themselves in employee productivity. Social exchange theory proposes that the relationships we choose to create and maintain are what maximize our rewards and minimize our costs. Accordingly, we are more self-centred and not necessarily concerned with equality.

Review of Empirical Works

Ibelegbu, and Abanyam, (2022) studied the impact of employee relationships on training practices of listed deposit money banks' (LDMB) performance in Adamawa State, Nigeria. A survey research design was employed. The population of the study consisted of 120 employees of the entire 14 branches of LMDBs listed in the Nigerian Stock Exchange for the year 2019. A sample of 112 employees was selected and a 28 items structured questionnaire was used to generate primary data which was analysed using the Analysis of variance. The study concluded that employee relations, training and development practices have a positive impact on the performance of LDMBs in Adamawa State and recommended the alignment of human resource management philosophy with a societal culture to achieve required corporate results as well as bottom-line performance.

Mohd Said, Abd Halim, Manaf, and Adenan, (2022) examined the impact of training and development on organizational performance in Malaysia, using a quantitative approach. 103 sample size was adopted and copies of the questionnaire were administered to the respondents to generate primary data used for analysis. SPSS was used to analyse the data generated. The study found that training and development have positive impacts on organizational performance.

Chris-Israel and Madu (2022) examined the impact of training on the development of organizational effectiveness of library staff in University Libraries in Osun State, Nigeria using a sample of 71 library staff from 4 purposively chosen university libraries across Osun State.

Data collected were analysed using frequency counts and simple percentages. The study found that training and development have positive impacts on the organizational effectiveness of library staff. It recommended among other things that organizations deliver training and development where appropriate that would engender all round effectiveness of library staff in University libraries.

Igudia, (2022) investigated employee training and development on organizational performance: A Study of small-scale manufacturing firms in Nigeria using a survey research design. The sample size of 137 respondents was used to generate primary data with the aid of a questionnaire. Data were analysed using the Pearson Product Moment Correlation Coefficient and one-sample Kolmogorov-Smirnov test with the aid of SPSS version 25. The study found that the extent to which employee training impacted organizational performance is high. The study recommended among others, that a mechanism should be created for proper assessment and evaluation of employee performance after each training exercise as this will ensure that only employees who require training are sent on training.

Adelere, (2018) studied the effect of staff training and development on organizational performance: Evidence from Nigerian Bottling Company. The research adopted a survey research design in gathering data with the use of the questionnaire. The population of this study is the entire staff of Nigerian Bottling Company Plc. The sampling techniques adopted categorize elements of the population into strata based on vital characteristics. The method was used especially because of its efficiency in maximizing the required time. A sample size of 120 was taken from the population, in which 116 (96.7%) questionnaire was retrieved for the study. Regression analysis was employed to test the hypotheses of the research through Statistical Package for Social Sciences (SPSS 17). The research findings from the hypotheses show that staff training and development has a significant positive and strong relationship with organizational productivity.

Abd Rahman, Imm Ng, Sambasivan, and Wong, (2013) investigated whether efforts invested by Malaysian manufacturers in employee training and knowledge transfer affect organizational effectiveness in a study titled Training and organizational effectiveness: the moderating role of the knowledge management process. The study adopted a quantitative research design. The questionnaire developed for this study captured the training related to individual/managerial skills, the knowledge management process in place and application of the knowledge obtained through training, and organizational effectiveness. A closed-ended online survey was sent to

1,000 members of the Federation of Malaysian Manufacturers (FMM) throughout Malaysia. The study found the following: training employees to acquire individual/managerial skills and process skills helps in improving organizational effectiveness; knowledge application and knowledge protection interact with individual/managerial skills training to improve organizational effectiveness; and knowledge acquisition, knowledge application and knowledge protection interact with process skills training to enhance organizational effectiveness. Organizations were urged to devise training modules depending on the needs of individual employees, create an environment that will encourage the trained employees to apply their skills (knowledge) and develop policies to retain these employees.

Edeh and Chibundu (2019) examined the association between employee training on organizational performance of Deposit Money banks in Abia State, Nigeria. A cross-sectional survey method was employed. A sample size of thirty-six was drawn from a population of forty using a Krejcie and Morgan approach. The data was analysed using Spearman's Rank Order Correlation Coefficient with the aid of SPSS version 20.0. The study found that employee training has a positive significant relationship with organizational performance. The study recommended that bank executives should encourage on-the-job training to enhance the skills of their employees so that organizational performance can be improved.

Delic, Djedovic, and Mekic, (2021), studied the Effects of Autonomy on Job Satisfaction and Job Performance: Evidence from Bosnia and Herzegovina. The empirical data was obtained from a questionnaire of 242 people living and working in Bosnia and Herzegovina. Once the data was collected, data analysis was conducted to assure validity and reliability through items' loadings and Cronbach's Alpha values. Furthermore, the scales were tested for convergent validity through partial least-square path modelling using Smart PLS 3 software. The results indicated that the effects of autonomy on job performance and job satisfaction were significant and had a positive relationship. Employees that are satisfied with their jobs are more committed to the job than those that are not satisfied.

Nasution, Siregar, and Pristiyono (2021) studied the effect of job autonomy on employee innovative behaviour: the role of job satisfaction as an intervening variable in the Rantauprapat area of Indonesia. The study adopted a quantitative research approach wherein a questionnaire was distributed to 100 respondents that form the sample size. The data generated were analysed with the help of SPSS 23. Based on the result of the analyses, it was concluded that work autonomy can increase job satisfaction in employees and be able to increase employee innovative behaviour. Organizational effectiveness is more likely to be achieved if employees have job autonomy and are innovative.

Kidane and Xuefeng, (2021) studied the relationship between job autonomy and employee engagement in turbulent times: the role of autonomous innovation in Ethiopia. The study was conducted using 317 respondents working in Ethiopian commercial banks. The structured questionnaire was used to generate data. The analysis was the Partial Least Squares Structural Equation Modelling (PLS-SEM) using Smart PLS 3 software and SPSS version 26. The findings of the study were that creating job autonomy and assuring autonomous innovation, may help companies gain employee engagement and enhance their performance.

Tripathy and Rohidas (2022) studied the impact of a reward system on organizational performance in selected service sector organizations in Hyderabad, India. The study focused on the effects of the reward system on employee commitment and loyalty to the organization. A sample size of 206 individuals was selected randomly from 10 service sectors. Primary data were generated through a questionnaire and were analysed with Spearman rank correlation. The result of the analysis showed reward system has a positive impact on organizational performance.

Noorazem, Sabri, and Nazir, (2021), examined the effects of the reward system on employee performance in Malaysia. The study adopted a quantitative approach where a convenience sample of 132 respondents was selected and administered with a questionnaire. Data were analysed using correlation and regression analyses with the aid of SPSS software. The result showed that all the forms of reward systems (salary, bonuses, appreciation, medical benefits) used for the study have a significant impact on employee performance. The study recommended that organizations should improve their reward systems as it could help in improving employees' performance.

Reza, Vorobyova, and Rauf, (2021) investigated the effect of a total rewards system on the performance of employees with a moderating effect of psychological empowerment and the mediation of motivation in the leather industry in the district of Dhaka and Savar City of Bangladesh. A total of 7 private leather companies were covered, and the number of valid responses was 384. A survey, using a structured questionnaire, measured the perception of employees of the variables considered. Hypotheses testing was done with SmartPLS-3. The result of the findings suggested that the reward status as internal or external has a positive and significant effect on employee performance.

4. Research Methodology

The research design adopted is the cross-sectional research design. This is because this research design permits the collection of original data from a large number of different individuals at a single point in time for describing random samples that are stratified in nature. According to Olannye (2017), the survey research method is a "systematic gathering of information from respondents for understanding and/or predicting some aspect of the behaviour of the population of interest". The cross-sectional survey design approach is deemed to be the most appropriate for this study since the issue of concern deals with opinions, perceptions or attitudes of individuals which cannot be measured directly. Within the survey research, a cross-sectional study that involves

The population of a study is the entire group that the researcher intends to conclude from. Olannye (2017) defines "population" as all members of a precisely defined group of individuals, events, or things. For this study, a total of 15,008 employees of the selected Commercial banks in Asaba Delta State were identified for the study.

Table 1: Showing the Population spread of bank employees in the Study Area

S/N	Banks	Population
3	Zenith Bank	3,013
4	First Bank	3,548
1	Wema Bank	1,521
2	Stanbic IBTC Bank	1,870
5	Guarantee Trust Bank	2,315
6	United Bank for Africa	1,866
7	Polaris Bank	875
Total		**15,008**

Source: Human Resource Departments of the Selected Banks (2023).

Sample Size Determination

The sample size will be chosen using Krejcie and Morgan's (1970) sample size determination table based on this the appropriate sample size for this study is ***375.***

Proportionate stratified random sampling will be adopted. The 375 sampled employees were surveyed proportionately across the 7 banks using Bourley's Technique (cited in Achonu, Okoro and Ozomadu, 2019) given as follows: $n_b = (n(n)/N)$. Where n_b = Bourley Proportional Allocation Formula, n = Population allocated to respondent groups, n = Total sample size, N = Population of the study,

Zenith Bank = $\frac{3013}{15008}$ x$\frac{375}{1}$ = 75.2849 = 75

First Bank: $\frac{3548}{15008}$ x$\frac{375}{1}$ = 88.6527 = 89

Wema Bank: $\frac{1521}{15008}$ x$\frac{375}{1}$ = 38.0047 = 38

Stanbic IBTC Bank: $\frac{1870}{15008}$ x$\frac{375}{1}$ = 46.7251 = 47

Guaranty Trust Bank: $\frac{2315}{15008}$ x$\frac{375}{1}$ = 57.8441 = 58

United Bank for Africa: $\frac{1866}{15008}$ x$\frac{375}{1}$ = 46.6251 = 47

Polaris Bank: $\frac{875}{15008}$ x$\frac{375}{1}$ = 21.8633 = 22

Method of Data Collection

The study intends to source data from both primary and secondary sources. The primary source will be obtained through copies of structured questionnaires that will be administered to the employees in selected Commercial banks in south-south Nigeria. In addition, the study will source data from secondary sources such as books, newspapers and magazines, journals, conference proceedings, internet and unpublished materials, and other documentation from selected firms that are relevant to the study.

The information that will be gathered from the questionnaire will be analyzed using descriptive and inferential statistics in SPSS version 23.0 (Statistical Package for Social Sciences).

5. Results and Discussions

Results

Data presented and analyzed in this study were dichotomized into three parts. First is the data presentation (which comprises the descriptive analysis of respondents' profiles using simple weighted percentages) and using the descriptive statistics to any other data gotten from the questionnaire. Second, is the data analysis which comprises the correlation and regression analysis of other research data. Third is the discussion of findings for the data analysis for the study.

Table 2: Demographic Profile of Respondents

S/N	Variables	Frequency	Percentage (%)
1.	**Gender**		
	Male	168	67.47
	Female	81	32.53
		249	**100**
2.	**Age**		
	18-29 years	77	30.92
	30-39 years	109	43.78
	40-49 years	52	20.88
	50-60 years	11	4.42
		249	**100**
3.	**Religion**		
	Christian	115	46.18
	Muslim	78	31.33
	Others	56	22.49
		249	**100**
4.	**Marital Status**		
	Married	93	37.35
	Single	156	62.65
		249	**100**
5.	**Education Qualifications**		
	WAEC/GCE/NECO	67	26.91
	OND/NCE	73	29.32
	HND/B.Sc	87	34.94
	M.Sc/MBA	9	3.61
	Others	13	5.22
		249	**100**
6.	**Number of Years in Service to the Firm**		
	Less than a year	66	26.51
	1-5 years	123	49.40
	6-10 years	35	14.06
	11-15 years	23	9.24
	15 years and above	2	0.80
		249	**100**

Source: Researcher Field Survey, 2023.

Description of Variables

This part aims to evaluate each research question, evaluate respondents' replies, and gather the study's results for suitable evaluation. Descriptive statistics were used to complete these. To properly and thoroughly describe the independent variables (Measures of organizational conflict), which are employee training (ET), Job autonomy (JA) and reward system (RS). Then the dependent variable (Organizational Effectiveness [OE]), descriptive statistics, which include the minimum, maximum, mean, and standard deviation, were used.

Table 3:Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ET	249	12.00	20.00	16.8996	2.02055
JA	249	12.00	20.00	16.0643	2.12604
RS	249	12.00	20.00	16.3133	1.90454
OE	249	13.00	20.00	16.4578	2.02186
Valid N (listwise)	249				

Source: SPSS Output, 2023.

Table 3 above shows the descriptive statistics which comprises the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measures of employee empowerment are; employee training (ET), Job autonomy (JA) and reward system (RS), and the dependent variable {Organizational Effectiveness [OE)} of selected commercial banks in Asaba, Delta State.

The descriptive statistics for employee training (ET) indicate a mean of 16.8996, a standard deviation of 2.0206 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in employee training (ET) is tremendous, since the mean value is greater than the standard deviation, by implication; on the organizational effectiveness of selected commercial banks in Asaba, Delta State.

Similarly, the descriptive statistics for the independent variable show that Job autonomy (JA) has a minimum value of 12 and a maximum value of 20 leading to the mean and standard deviation of 16.0643 and 2.1260 respectively. This implies that the Job autonomy (JA) varies significantly and this is also reflected in the variation of the organizational effectiveness since the mean value of 16.0643 is greater than the standard deviation of 2.1260.

Furthermore, the descriptive statistics for the reward system (RS) indicate a mean of 16.3133, a standard deviation of 1.9045 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in the reward system is tremendous, since the mean value is greater than the standard deviation, by implication; the organizational effectiveness of selected commercial banks in Asaba, Delta State.

Correlation Matrix

Correlation analysis was used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables that are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is a moderate or low degree of correlation.

Table 4. Correlations

`		OE	ET	JA	RS
Pearson Correlation	ED	1.000			
	ET	.227	1.000		
	JA	.591	.382	1.000	
	RS	.454	.498	.526	1.000

Source: SPSS Output, 2023.

The Pearson correlation in Table 4, showed the coefficient of the type of relationship that exists between the independent variables {employee training (ET), Job autonomy (JA) and reward system (RS)} and dependent variable {organizational effectiveness (OE)} of selected commercial banks in Asaba, Delta State.

Employee training (ET) has a coefficient of ($r=0.227>0.05$) which reveals that employee training (ET) has a strong positive correlation with organizational effectiveness (OE), this implies that an increase in employee training (ET)) would have positive effects on the organizational effectiveness (OE) of selected commercial banks in Asaba, Delta State.

The job autonomy (JA) has a coefficient of ($r=0.591>0.05$) which reveals that job autonomy (JA) has a strong positive correlation with organizational effectiveness (OE), this implies that an increase in job autonomy (JA) would have positive effects on Economic Development (ED) of selected commercial banks in Asaba, Delta State.

The reward system (RS) has a coefficient of (r=0.454>0.05) which reveals that the reward system (RS) has a strong positive correlation with organizational effectiveness (OE), this implies that an increase in the reward system (RS) would have positive effects on organizational effectiveness (OE) of selected commercial banks in Asaba, Delta State.

The study is focused on enhancing economic development through organizational conflict. The results of the correlation analysis involving all the indicators of diversity management {

employee training (ET), Job autonomy (JA) and reward system (RS) reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of employee empowerment.

Table 4: Multiple Regression Analysis of Measures of Employee Empowerment and Organizational Effectiveness

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.827	1.644		4.153	.000
	ET	.774	.183	.772	4.230	.001
	JA	.515	.098	.509	5.255	.000
	RS	.225	.093	.234	2.419	.017

a. Dependent Variable: OE

Source: SPSS Output, 2023.

Employee Training and organizational effectiveness (OE)

The result provided support for the H_1 test result which indicated that there is a significant positive relationship between employee training (ET) and organizational effectiveness (OE) (β=0.772; P=0.001<0.05). The calculated p-value of 0.001 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.9% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (Ho_1), which states that there is no significant relationship between employee training (ET) and organizational effectiveness (OE) of selected commercial banks in Asaba, Delta State. This implies that a 1% increase in employee training (ET) would lead to a 77.2 % increase in organizational effectiveness (OE), this is evident with a regression coefficient of 0.772. This finding is supported by Organizational Support Theory providing positive resources to employees, induces among employees a feeling of obligation to help the organization to reach its goals. The study is in line with Igudia, (2022) which corroborates with the findings that employees who get adequate training tend to have full focus and commitment to the organization they are, thus increasing performance and effectiveness

Job Autonomy (JA) and Economic Development (ED)

Similarly, the findings indicated that job autonomy (JA) activities are found to have a significant positive relationship with organizational effectiveness (OE), (β=0.509; P<0.000). The findings provided support for the result of H_2 which showed that there is a significant positive relationship between job autonomy (JA) and organizational effectiveness (OE), (0.001<0.05). The calculated p-value of 0.000 is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 100% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (Ho_2), which states that there is a significant relationship between job autonomy (JA) and organizational effectiveness (OE), of selected commercial banks in Asaba, Delta State. This implies that a 1% increase in Collective bargaining (CB) would lead to a 50.9% movement in organizational effectiveness (OE), this is evident with a regression coefficient of 0.509.

Reward system (RS) and organizational effectiveness (OE)

More also, the reward system (RS) has a positive effect on organizational effectiveness (OE) (β =0.039; P<0.234). The calculated p-value of 0.017 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 98.3% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (Ho_3), which states that there is no significant relationship between the reward system (RS) and organizational effectiveness (OE) of selected commercial banks in Asaba, Delta State. This implies that a 1% increase in Interpersonal communication (IC) would lead to a 23.4% increase in organizational effectiveness (OE) this is evident with a regression coefficient of 0.234. This is in line with the theory of social identity, when an individual introduces himself to a certain social group, they likely prefer others who belong to the same social group.

Model Summary

Table 5.: Model Summary

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate	Durbin-Watson
1	.926[a]	.857	.863	1.609	1.445

a. Predictors: (Constant), ET, JA, RS, OE
b. Dependent Variable: OE

Source: SPSS Output, 2023.

Table 6.:ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	176.994	5	35.399	13.666	.000[b]
	Residual	274.569	106	2.590		
	Total	451.563	111			

a. Dependent Variable: OE
b. Predictors: (Constant), ET, JA, RS, OE

Source: SPSS Output, 2023.

Discussion

Also, Table 6. which is the model summary table shows the correlation coefficient (R) of the regression is 0.926 (93%) which indicates a very strong positive relationship between the dependent variable [organizational effectiveness (OE)] in selected Oil and Gas firms in Delta State, Nigeria and the independent variables [employee training (ET), Job autonomy (JA) and reward system (RS). The coefficient of determination (R^2) is 86% (0.857) showing that 86% of the variation in the dependent variable [organizational effectiveness (OE)] of selected commercial banks in Asaba, Delta State has been explained by the independent variables [employee training (ET), Job autonomy (JA) and reward system (RS) while the 14% remain unexplained in the model. An R^2 value of 86% showed that the strong positive relationship is further confirmed. The adjusted R^2 measures the goodness or fit of the model. This shows the goodness of fit of the model and also explains the dependent variable about the independent variables in 86 ways. The 14% left is known as the error term and other variables outside the model. From the above, there is conclusive evidence of serial or autocorrelation since the Durbin Watson calculated value of 1.445 is less than "2".

Lastly, the Anova Table 6 above, shows the overall significance of the model, which has F(13.666) with a p-value estimated at 0.000. This indicates that all the independent variables [employee training (ET), Job autonomy (JA) and reward system (RS) jointly affect the dependent variable [organizational effectiveness (OE)] of selected commercial banks in Asaba, Delta State showing that it is a sound model.

6. Conclusion

Based on the findings, the study concludes that employee empowerment had a positive and significant effect on the organizational effectiveness of selected commercial banks in Asaba, Delta State;

Organizational effectiveness (OE) is positively and significantly impacted by employee training (ET). Thus, to continue enhancing its organisational efficiency, Delta State Civil Service Commission need to keep up with and enhance its negotiation plans effectively.

Organizational effectiveness (OE) is positively and significantly impacted by job autonomy (JA). Based on the results, it was determined that combining multiple economic developments within the workforce of selected commercial banks in Asaba, Delta State can significantly boost organisational productivity.

The Banking sector should maintain and continue to improve on ways their employees are empowered since it would significantly increase organizational effectiveness (OE). Reward system (RS) has positive and substantial effects on organizational effectiveness (OE).

Organizational effectiveness (OE) significantly and favourably affected employee empowerment.

Recommendations

Based on the findings, the study recommended the following;

i. It is recommended that management pays attention to the work environment, as employees respond to their working conditions to be productive.

ii. It is highly advised that management reviews its process of performance evaluations and rewards. Conduct regular employee evaluations, support employees emotionally and cultivate an environment where staff can approach management with their needs.

iii. Employee advancement will help managers viably oversee, rouse and engage workers bringing about higher rates of worker maintenance. Top management should continue to communicate the purpose and direction of the organization to all employees, as it contributes to the monitoring of business performance.

References

Abd Rahman, A., Imm Ng, S., Sambasivan, M. and Wong, F. (2013). Training and organizational effectiveness: the moderating role of the knowledge management process. *European Journal of Training and Development*. Doi.Org/10.1108/03090591311327295

Abu Kassim, Z., Yusoff, I., and Fong, N. (2012). Job empowerment and customer orientation of bank employees in Malaysia. *Contemporary Management Research*, 8(2), 131-140. DOI:http://dx.doi.org/10.7903/cmr.v8i2.11048.

Achonu, C. V., Okoro, B. C. & Ozomadu, E. A. (2019)). Effect of authoritative classroom management style on the performance of students in public secondary schools in Imo State. *International Journal of Management and Marketing Systems*, 13(5),91-116

Adelere, M. A. (2018) Effect of staff training and development on organizational performance: Evidence from Nigerian Bottling Company. *Arabian Journal of Business and Management Review (Oman Chapter)*. DOI: 10.12816/0041195

Blom, R., Kruyen, P.M., Van der Heijden, B.I.J.M., & Van Thiel, S. (2018). Does one HRM fit all? A meta-analysis of the effects of HRM practices in the public, semipublic, and private sectors. *Review of Public Personnel Administration*: 1–33.

Chinoperekweyi J. (2018). Corporate Governance in Banking: Nuggets from Canada, Georgia, Germany, the U.K., and Zimbabwe. India: Notion Press Publishers

Chris-Israel, H. O. & Madu, U. W. (2022). Training and Development for Organizational Effectiveness of Library Staff in University Libraries in Osun State, Nigeria.

Delic, N., Djedovic, I., & Mekic, E. (2021). The effects of autonomy on job satisfaction and job performance: Evidence from Bosnia and Herzegovina. *Human Research in Rehabilitation*, 11(2): 126–132

Edeh, O. F. & Chibundu, C. N. (2019). Employee training and organizational performance of deposit money banks in Abia State, Nigeria. *International Journal of Management Sciences*, 6(2)01-13

Eisenberger, R., & Stinglhamber, F. (2011). Perceived Organizational Support: Fostering Enthusiastic and Productive Employees. Washington, DC: APA Books.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support, *Journal of Applied Psychology, 71(3), 500-507.* https://doi.org/10.1037/0021-9010.71.3.500

Ibelegbu, A. N. & Abanyam, F. E. (2022). Human resource management: impact of employee relationship and training practices of listed deposit money banks' (LDMB) performance in Adamawa State, Nigeria. *Journal of Business Strategy, Finance and Management.*

Igudia, P. O. (2022). Employee training and development and organizational performance: a study of small-scale manufacturing firms in Nigeria. *American Journal of Economics and Business Management*, 5(5), 38 – 54.

Kafashpoor, A., Shakoori, N. and Sadeghian, S. (2013) Linking organizational culture, structure, leadership style, strategy, and organizational effectiveness: the mediating role of knowledge management. *Advanced Research in Economic and Management Sciences* (AREMS), 10, 158-172.

Karim, F. & Rehman, O. (2012). Impact of job satisfaction perceived organizational justice and employee Empowerment on organizational commitment in semi-government organizations of Pakistan. *Journal of Business Studies Quarterly, 3*(4), 92-104.

Khawaja & Nadeem (2013): "Training and Development Program and its Benefits to Employee and Organization: A Conceptual Study". *European Journal of Business and Management*. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Vol.5, No.2, Kidane, A. & Xuefeng, Z. (2021). Exploring the Relationship between Job Autonomy and Employee Engagement in Turbulent Times: The Role of Autonomous Innovation. International journal of research in business and social sciences. 2147-4478) 10(2):134-152.

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: a meta-analytic evaluation of organizational support theory. *J. Manage.* 43, 1854–1884. doi: 10.1177/0149206315575554

Lee, H. and Choi, B. (2003) Knowledge Management Enablers, Processes, and Organizational Performance: Integrative View and Empirical Examination. Journal of Management Information Systems, 20, 179-288. https://doi.org/10.1080/07421222.2003.11045756

Madanat, H.G. (2018). Level of the effectiveness of human resource management practices and their impact on employees. *Satisfaction in the Banking Sector of Jordan*, *22*(1), 1–20.

Malinowska, D., Tokarz, A., & Wardzichowska, A. (2018). Job autonomy about work engagement and workaholism: Mediation of autonomous and controlled work motivation. *Management and Business Studies*, *3*(10), 1061-1064.

Metin, B. (2019). *HR analytics:* autonomy and employee engagement. Effectory. Retrieved from HTTPS://www.effectory.com/knowledge/hr-analytics-autonomy-and-mployee-engagement/

Mohd Said, N., Abd Halim, N. W., Manaf, S. M., & Adenan, N. D. (2022). The Impact of Training and Development on Organizational Performance. Jurnal Intelek. DOI:https://doi.org/10.2419/ji.v17i2.18177.

Motamarri, S., Akter, S., & Yanamandram, V. (2020). Frontline employee empowerment: Scale development and validation using confirmatory composite analysis. *International Journal of Information Management*, *54*, 102177. https://doi.org/10.1016/j.ijinfomgt.2020.102177

Munyoki, N., Sang, W., & Wandiga, E. N. (2022). Strategy implementation and organizational effectiveness of commercial banks in Makueni County. *Global Scientific Journal.* ISSN 2320-9186

Nasution, R. N., Siregar, Z. M. F., & Pristiyono P., (2021). The effect of job autonomy on employee innovative behaviour: the role of job satisfaction as intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal) Humanities and Social Sciences* 4(2):2846-2853. DOI: 10.33258/birci.4i2.1994

Noe, R. A., Hollenbeck, J. R., Gerhart , B., & Wright, P. M. (2016). Fundamentals of Human Resource Management.

Noorazem, N. A., Sabri, S. & Nazir, E. N. (2021). The Effects of Reward System on Employee Performance. *Jurnal Intelek*.DOI:10.24191/ji.v16i1.362.

Olannye, P. A. (2017). *Research Method for Business: A Skill Building Approach*. 2nd Edition. Lagos, Pee Jen Publications.

Oludeyi, O. S., & Aborisade, R. A. (2018). The applicability of Hackman and Oldham's Job Characteristics Model to assembly line manufacturing organisations in Nigeria. *UNIUYO Journal of Humanities (UUJH)*, *22*(2), 277289.

Rashmi, R. & Umesh, C. M. (2017). Impact of rewards on employee performance: A case of Indian Oil Corporation, Patna Region. IOSR Journal of Business and Management. Doi:10.09790/487x-1906022230

Ravisha, B., & Pakkerappa, P. (2017). Impact of Employee Empowerment on Performance Management. *Amity Business Review*, *18*(2), 57–61

Reza, M. M. H., Vorobyova, K. & Rauf, A (2021). The Effect of Total Rewards System on the Performance of Employees with a Moderating Effect of Psychological Empowerment and the Mediation of Motivation in the Leather Industry of Bangladesh. IAENG International Association of Engineers. Vol.29, Issue 1. Online ISSN: 1816093X, 18160948

Sahoo, C.K., Behera, N., & Tripathy, S.K. (2010). Employee empowerment and individual commitment: An analysis from an integrative review of research. *Employment Relations records, 10*(1): 40–56.

Schermerhorn, J. R., Hunt, J. G., Osborn, R. N., & Osborn, R. (2004). Core concepts of organizational behaviour. New York, USA: John Wiley and Sons Inc.

Shalleya, C. E., &Gilson, L. L. (2004) What leaders need to know: a review of social and contextual factors that can foster or hinder creativity. *The Leadership Quarterly, 15(1), 33-39*

Tamunomiebi, D.M.D. (2020). Empowerment practices and organizational performance: A review of the literature. *International Journal of Research and Innovation in Social Science*, IV(VIII), 585-599.

Tripathy, S. & Rohidas, B. (2022). Impact of Employee Reward System on Organizational Performance. Universe International Journal of Interdisciplinary Research. ISSN(0) 2582-6417

Troyer, L., Mueller, C., & Osinsky, P. (2000). Reducing work-family conflict through the different sources of social support. *Journal of Vocational Behaviour, 69(3). 462-476*

Varma, C., & Chavan, C. R. (2020). The effect of perceived organizational support and psychological contract on employee job satisfaction & turnover intention. *Journal of the Social Sciences*, *48*(2), 1-15.

Wang, C. H., & Chen, H. T. (2019). Incivility, satisfaction and turnover intention of tourist hotel chefs. *International Journal of Contemporary Hospitality Management,31* (5), 2034-2053.

Worku, S. A. (2015). An investigation of the relationship among perceived organizational support, perceived supervisor support, job satisfaction and turnover intention. *Journal of Marketing and Consumer Research*, *13*, 1- 8.

Zeglat, D.; Aljaber, M.; Alrawabdeh, W. 2014. Understanding the impact of employee empowerment on customer-oriented behaviour, *Journal of Business Studies Quarterly* 6(1): 55–67.