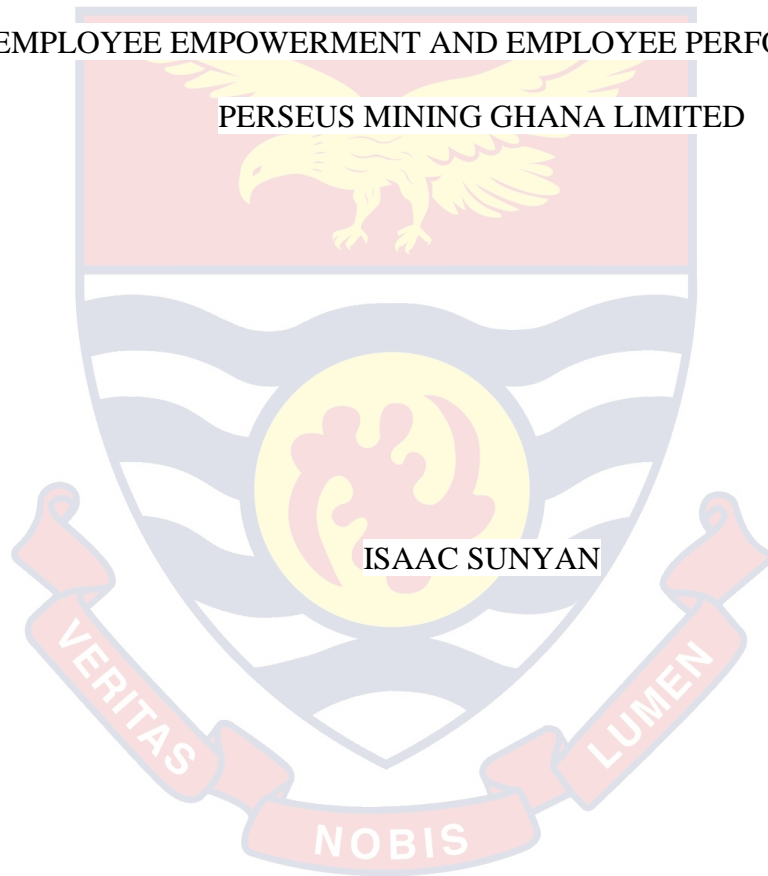


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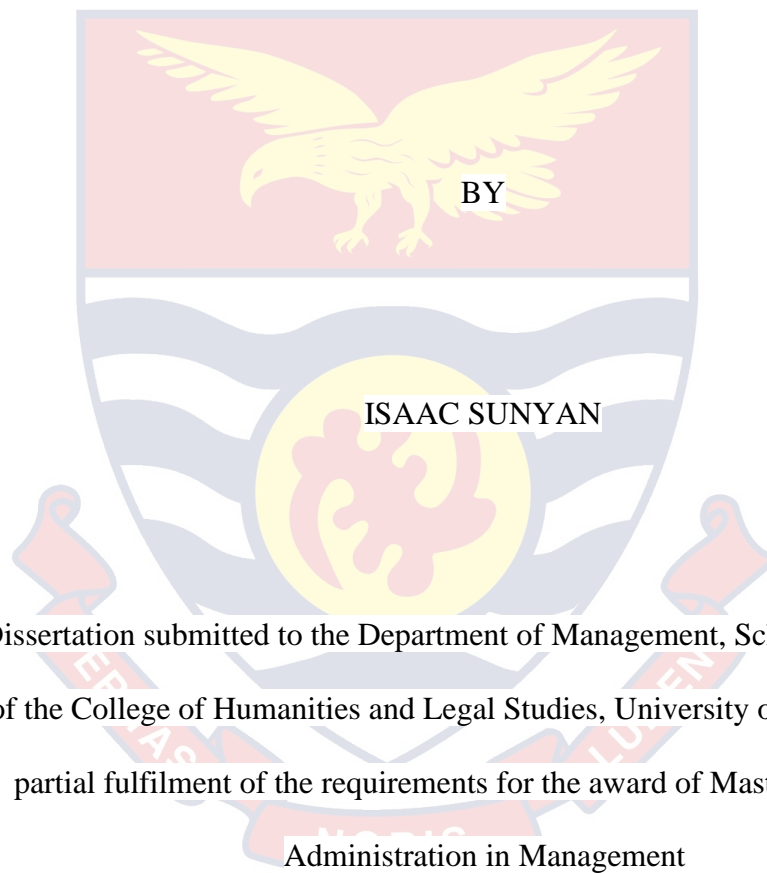
EMPLOYEE EMPOWERMENT AND EMPLOYEE PERFORMANCE AT
PERSEUS MINING GHANA LIMITED



2021

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INFLUENCE OF EMPLOYEE EMPOWERMENT ON EMPLOYEE
PERFORMANCE AT PERSEUS MINING GHANA LIMITED.



Dissertation submitted to the Department of Management, School of Business,
of the College of Humanities and Legal Studies, University of Cape Coast, in
partial fulfilment of the requirements for the award of Master of Business
Administration in Management

FEBRUARY 2021

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: Date:

Name: **Isaac Sunyan**

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on the supervision of the dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: **Dr. Anthony Adu-Asare Idun**

ABSTRACT

The study sets out to examine the effect of employee empowerment on the staff performance of Perseus Ghana Mining Limited at Ayanfuri in the Central Region of Ghana. The three main specific objectives were to examine the influence of training of employees on the staff performance, to assess the influence of employee involvement in decision making on the employee performance, and finally to determine the influence of autonomy of employees on the employee performance of Perseus Ghana Mining Limited at Ayanfuri in the Central Region of Ghana. The study employed a quantitative research approach and descriptive survey as the study design. The study was on the views of 130 employees from the study area with a self-administered questionnaire as the main research instrument. The results were analysed using descriptive statistics with the help of the Statistical Product and Service Solutions (SPSS 26.0 version) software. The major findings were that the higher the organisation adopted proper training, the more the performance increased, and as such helps improve the general working environment. It was also found that employee involvement in decision making has been used as an employee empowerment dimension and has proved to be an effective empowerment dimension. Finally, effective job autonomy channel was in place and it had a direct influence on the level of employee performance. Considering this, it was recommended that management should focus on increasing the utilisation of employee empowerment dimensions like training, employee involvement in decision making and job autonomy to increase employee performance.

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I wish to express my gratitude to all individuals who contributed to the success of this project. My special thanks to Dr Anthony Idun Asare, my supervisor for his direction and assistance in supervising this work. Also, special thanks go all my families and friends who helped me through all these endeavours.



DEDICATION

To my family



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CHAPTER ONE

INTRODUCTION

The relationship between employee empowerment and performance has been a key issue in understanding the effectiveness of organizations. Indeed, this relationship has been studied since the pioneering work of Kanter (1977; 1983) and Spreitzer (1995). Many researchers (Thomas and Velthouse, 1990; Randolph, 2000) have recognized that empowerment is evidenced by organizational members who are inspired and motivated to make meaningful contributions and who have confidence that their contributions will be recognized and valued. For example empowerment programs have been put in place in some organizations in the private sector and in multinationals; however, the practice in private sector is a challenge due to inflexibility of the system and conditions necessary to make such an approach successful.

This section presents the overview of the study which includes the background to the study, statement of problem, purpose of the study, research objectives of the study, research questions of the study, significance of the study, delimitation of the study, and organization of the study.

Background of the study

Current associations around the planet work in exceptionally serious business conditions. Along these lines, they face various difficulties, for example, expanding speed of evolving innovation, deficiency of master workers and snappy outdated products and enterprises (Sahoo, Kumar & Tripathy, 2010). Associations are presently valuing the effect of being more proactive as opposed to responsive

to bring together the contenders (Narang & Singh, 2010). Boudrias, Gaudreau, Savoie and Morin (2009) contend that representative strengthening is one of the human asset rehearses that have the capability of decreasing expenses and expanding profitability since it guarantees that workers are proactive.

Kaplan and Norton (2005) contend that for an organization to proceed and accomplish its concerned objectives and missions in the present serious world, perhaps the main device is the human segment. It is the most essential advantage of an undertaking whose achievement or disappointment relies upon the people's trainings and execution. Advancements and hardware, techniques, and merchandise are handily replicated; in any case, people will stay the most essential asset for the organization (Rosenblum & Garfinkel, 2005). They stay the store of information which contenders can't copy.

Thus, another administration framework joined to confront the arising difficulties is worker strengthening that incorporates the people answerable for the work. Strengthening job is to improve the presentation of the representatives in the association by setting up them to be more capable and capable in their workplace (Chebet & Kollias, 2000). Engaging the HR improves the actual asset and makes authoritative execution among them which is asserted as a method of isolating one association from another. Also, enabled laborers feel more confident and confident to affect their workplace by being more proactive and creative. Permitting people to have both autonomy and view inside their organization makes the strengthening improvement prosperous (Mishra & Spreitzer, 1998).

Notwithstanding, representative strengthening doesn't imply that chiefs separate themselves from their undertakings yet rather their duty comes to create and sustain a climate where the worker's information is anticipated and refined. In any case, undeniable degrees of certainty may be taken excessively far winding up in going too far towards haughtiness which makes it hard to manage such workers and take headings well (Elnaga & Imran, 2014). Working in this sort of workplace goes before its cost for representatives and they by and by become baffled bringing about the decrease in their profitability levels.

Honold (1997) contend that the idea of representative strengthening has created incredible interest among specialists and experts inferable from its connect to better than expected execution. By and by, in spite of far and wide conviction held by academicians and experts that strengthening significantly affects firm execution, exact proof from the board research supporting the recommendation has introduced differing discoveries (Seibert et al, 2011). “The inconsistencies idea of the outcomes persuaded a few researchers to investigate other plausible explanations for dissimilarity in discoveries. There are various reasons that have been reformist including methodological deformities, misperception, and irregularities in conceptualization of the idea of strengthening” (Rappaport, 1995).

Brossoit (2001) contend that most of the investigations that have investigated and analyzed the truth of a connection between representative strengthening and worker execution have foreseen this connection from the viewpoint of the board moderately than the impression of representatives'

strengthening on hierarchical execution just, not to likewise think about the people execution. Customary past investigations have generally centered around examining the impact of strengthening on authoritative level outcomes, for example, efficiency, association execution by zeroing in on administrative workers.

Kariuki and Murimi (2015) as of late contended that the idea strengthening ought to be estimated from both administrative point of view and worker's viewpoint. All the more recently, scientists have scrutinized the utilization of administrative workers in human asset the board research (Ayupp & Chung, 2010). They have called for more examination which considers representative impression of worker strengthening. Hereafter instead of identifying with worker strengthening rehearses as regarded by supervisors, this investigation analyzes representative view of strengthening on worker execution.

This investigation is supported by the Human Capital Theory which was hypothesized by Schultz (1961) and grew widely by Gary S. Becker, (1964) in his work on the financial aspects of boss gave preparing. Bohlander and Snell (2007) characterize human resources as the information, abilities, and capacities of people that have financial incentive to an association. The human resources hypothesis is applicable to this investigation since it views at a worker's asset as the information, abilities, skills, experience and mentalities that representative have to encourage the acknowledgment of the goals of the association (Nafukho, Hairston & Brooks, 2004). These abilities, skills, information among others must

be created through strengthening of the worker. Through strengthening, associations will upgrade their human resources base for higher occupation execution. The hypothesis expresses that individuals merit putting resources into as a type of capital.

Henceforth, Bratton and Gold (2015) express that the exhibition of workers and the outcomes accomplished can be considered as a quantifiable profit in strengthening. In view of the human resources hypothesis, putting resources into workers has acquired incredible consideration since associations' most noteworthy resources are their human asset base and they (associations) get what they really ask for in their human asset as far as great job execution. Blaug (1976) states that associations that have a fantasy to beat their rivals can just acknowledge it with faculty who have the imperative abilities, information and capacities.

The study will specifically be situated at the Perseus Mining Limited. Situating this study within the Perseus Mining Limited is very important given the nature of the quest of employers to increase output in the company of which could be attained through empowering employees. Therefore, this study sought to examine the effect of employee empowerment on employee performance at Perseus Mining Limited.

Statement of the Problem

The accomplishment of relationship in this high-level business environment depends upon the limit of the laborers to control the ordinary endeavors of the affiliations. Laborer fortifying of both private and public

associations has included concern to various and needs thought to ensure more genuine degree of yield in the affiliation (Aziri, 2011). It has been seen that for any relationship to achieve its communicated targets and goals there is the necessity for the heads to set up game plans or philosophies that will assist empower delegates with trying towards the achievement of definitive objections and overhaul benefit. The principle resource of every affiliation that can be put to achieve high ground is its Human Resource.

Human Resource is potentially the most fundamental subsidizing to any affiliation be it work or capital concentrated. The genuine resources, for instance, land, device and record require competent HR for them to work capably and effectively. Consequently, improvement and achievement of any affiliation requires incorporation of all of its laborers as they seek after legitimate targets. The vision and mission of associations give direction to all delegates as they seek after legitimate targets. Drawn in delegates are presumably going to have more noticeable execution to the affiliation. Also, empowered delegates are often ready to do various activities and perform past what is foreseen from them. They also cause delegates to feel a necessary piece of the affiliation; influence what's happening and have high status in the affiliation (Yousef, 2000). The vision and mission of the company give direction to all employees as they pursue organisational objectives. However, the company has been known for poor performance. In recent times, the trend has changed due to the introduction of performance contracts where employees must set and meet performance targets from their supervisors, thus, the need to be enabled to perform. The company's

service provision would be largely improved with the implementation of employee empowerment.

Fortifying of agents is likely going to compress such kind of activities and improving the introduction of delegates to their specific occupation specializations to work gainfully and satisfactorily to achieve progressive goals. The possibility of specialist fortifying has created exceptional interest among academicians and specialists inferable from its interface with better than anticipated execution. Eventually, despite broad conviction held by academicians and experts that fortifying influences firm execution, test confirmation from the chiefs research supporting the proposal has presented clashing disclosures (Guest 1997; Meyer, Stanley, Herscovitch, & Topolnyski 2002; Boxall & Macky 2009; Kazlauskaite et al. 2012; Kariuki & Murimi 2015).

The anomalies thought of the results prodded a couple of scientists to inspect other possible explanations for contrast in disclosures. These abnormalities at any rate have been produced using consider highlight be, agent fortifying is seen from the managerial perspective as opposed to considering the view point from laborers themselves. The request to whom is reinforcing centered to refine their introduction in the affiliation is delegates. Therefore, managers should consider the view and impression of what laborers consider as reinforcing and their methodologies to which they can be locked in to fabricate effectiveness.

This gap has therefore given rise to examine the influence of employee empowerment on employee performance from the perspective of employees.

Purpose of the Study

The main purpose of the study is to examine the effect of employee empowerment on employee performance.

Research Objectives

The specific objectives include;

1. to examine the influence of training of employees on employee performance.
2. to assess the influence of employee involvement in decision making on employee performance.
3. to examine the influence of autonomy of employees on employee performance.

Research Questions

1. What is the nature of the effect of training of employees on employee performance?
2. Does employee involvement in decision making have an effect on employee performance?
3. What is the effect of autonomy of employees on employee performance?

Significance of the Study

Upon accomplishment, the revelations of this investigation will esteem a number people. The investigation will be a vital commitment into the hypothesis and practices that direct human asset the board. It will support to shed more

knowledge on strengthening and execution ideas that are exceptionally imperative in acknowledgment of hierarchical targets in various associations.

The discoveries will likewise help the directors of both private and public firms to have the perspective on view of representatives on how they can be engaged towards accomplishing worker execution.

It will likewise help to give a detailed clarification on the connection between strengthening of representatives and their presentation towards accomplishing worker execution. It will likewise cause them to comprehend the meaning of engaged representatives to the exhibition of the general association.

Delimitation of the study

The study examined employee empowerment on employee performance from the perspective of the employee. Employees at Perseus Mining Limited re the targets of the study and it cover a sample of the workers selected from each department within the company. The assessment is limited to only Perseus Mining Limited. The study examined employee empowerment within the company and also determines employee empowerment on employee performance from the perspective of the employee. The context of this study is limited to assessing employee empowerment and employee performance at Perseus Mining Limited, Ghana.

Limitation of the Study

The study faced limitation due to time constraint in collecting data from a bigger group of respondents. The accessibility to data or sampling was constrained by strict adherence of respondents' company's rules and regulations

in getting approval to facilitate such surveys in the respondents' company. This may have limited the sample size. This study relied on the respondents' self-assessment including self-reported performance levels which could not be cross checked with their immediate superior.

Organisation of the Study

“The study was organized into five main chapters; Chapter one introduced the concept and background of the study, problem statement, the objectives of the study, the research questions of the study, significance of the study and the organization of the study as well as profile of the organization under study”. Chapter two explained the literature review of the study. This chapter took into details theories that pertained to the field of the study and as such discussed various existing work or materials related to the study. “Chapter three built upon the methodology. The methodology of the study explained the research approach and design, population and sample size of the study, instrumentation, and data collection technique and procedures and data analyses”. Data Analysis and Representation of data for this research, a summary of findings, was discussed in chapter four. Chapter five gave brief recommendations on what can be done about the problem.

Chapter Summary

The chapter dispensed with the introduction which gave an overview of the study. The background to the study was also dealt with. Preceding the background to the study is the statement of the problem which explains the rationale behind the study conducted. Then is the purpose of the study, the

research objectives as well as the research questions. The significance of the study which justified the relevance of the study was dealt with as well as the delimitations of the study. The study then concluded with the organisation of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This segment will introduce an audit of the writing on the impact of worker strengthening on representative execution. The primary regions of center will incorporate the hypotheses that talk about issues identified with worker strengthening and execution; the impact of representative strengthening on worker execution and exact investigations that have been directed on the impact of worker strengthening on representative execution in an association.

Theories Underpinning the Study

This examination is supported by the Human Capital Theory which was hypothesized by Schultz (1961) and grew broadly by Gary S. Becker in his work on the financial matters of boss gave preparing (1962, 1964). Bohlander et al. (2007) characterize human resources as the information, abilities, and capacities of people that have monetary incentive to an association.

The Human Capital Theory

“This investigation is supported by the Human Capital Theory which was proposed by Schultz (1961) and grew widely by Gary S. Becker in his work on the financial aspects of business gave preparing” (1962, 1964). Bohlander et al. (2007) “characterize human resources as the information, abilities, and capacities of people that have financial incentive to an association”. The Organization for Economic Cooperation and Development (OECD, 2001) portrays human

resources as the information, abilities, capabilities, and traits epitomized in people that encourage the making of individual, social and monetary prosperity.

Marimuthu et al. (2009) as referred to in Neagu, Lazar, Teodoru&Macarie (2016) present it as information required and obtained by representative that builds the workers' capacities in performing exercises of financial values. Becker sees human resources to resemble actual methods for creation, for example industrial facilities and machines. He in this manner expresses those speculations can be made in workers through schooling and strengthening and the efficiency of the venture depends partially on the pace of profit for the speculation. Bassi and McMurrer (2016) proffer that, the human resources hypothesis propounded by Becker has demonstrated strength and keeps on being the significant hypothesis utilized for appreciating human resources ventures from both the person's and association's viewpoint.

The human resources hypothesis is pertinent to this examination since it views at a worker's asset as the information, abilities, capabilities, experience and perspectives that representative have to encourage the acknowledgment of the goals of the association. These abilities, capabilities, information among others must be created through strengthening of the worker. Through strengthening, associations will improve their human resources base for higher occupation execution. The hypothesis expresses that individuals merit putting resources into as a type of capital. Consequently, Bratton and Gold (2015) express that the exhibition of workers and the outcomes accomplished can be considered as a rate of profitability in strengthening.

In light of the human resources hypothesis, putting resources into workers has acquired incredible consideration since associations' most noteworthy resources are their human asset base and they (associations) get what they really ask for in their human asset as far as great job execution. Associations that have a fantasy to beat their rivals can just acknowledge it with work force who have the essential abilities, information and capacities. This can be accomplished through strengthening as a speculation.

Conceptual Review

Concept of Employee Performance

Master execution has dependably been a major worry for regulators of affiliations (Kelidbari, Dizgah, and Yusefi, 2011). From an overall perspective, expert execution is key advancement of a relationship considering, centers that place the clarification behind sensational execution should be destroyed generally by the relationship for them to succeed (Abbas & Yaqoob, 2009). As shown by Lee, et. al, (2020), in an assessment named —The impacts of inside moving, position fulfillment and alliance attitude on occupation execution among cutting edge has continually been viewed as something fundamental in genuine managementl portrayed work execution as laborers' incomparable presentation in get-together the anticipated worth and accomplishment of endeavors under the structure and time nuts and bolts of the affiliation.

Additionally Raub & Liao et-al, (2012), depicts work execution as the norm for levels of progress, excess, rewards, instructs, structures and pay changes. It in like way fulfills the necessities for workers to see themselves.

Ahmad and Khurram (2011), besides battle that master show looks out for the wide conviction of the experts about their lead and responsibilities towards the accomplishment of the arrangement. As indicated by Ahmad and Shahzad (2011), clear master execution encapsulates the entire conviction of the expert about their lead and commitments to the accomplishment of the affiliation and further passed on that prize practices, execution examination and bound time rehearses as a determinant of worker execution.

Furthermore, Anitha, (2013) depict delegate execution as a pointer of monetary or other outcome of the expert that has a direct interfacing with the presentation of the alliance likewise as its achievement, further uncovered that working air, connection, social affair and frill relationship, preparing and calling progress, reward program, rules and systems and workstation flourishing in addition as master commitment are key evaluations that pick expert execution. In any case, an examination drove by Alagaraja1 and Shuck (2015) proposed to find winning perspectives of reformist arrangement and expert commitment to appreciate the reasons related with redesigning specific execution fight that master show can be improved or improved through planning and progress.

Also, Thomas and Feldman, (2010) kept up degrees of expert execution as center errand execution, which audits for work execution, security execution, and creativity, trailed by citizenship execution, depicted into the two targets- unequivocal and general credible citizenship practices ultimately, counterproductive execution that merges general counterproductive work deals with, working environment threat, substance use, postponement, and awful

conduct. Basically, ace execution passes on about advancement execution and firm execution everything being equal, with the objective that helpful exertion of satisfied, energized, and gave HR produce creative assessments for new things or affiliations and expanding quality execution, employable introductions, and customer interest certainly (Sadikoglu and Cemal, 2010). Despite the path that there are some procedure on requests concerning the positive and negative impacts about such changes, a beneficial assessment of expert execution hence changes into a need (Krishna, 2010).

Measures for employee performance

Ahmad and Shahzad (2011) struggled that showing up execution of an expert passes generally speaking standard of a specialist as for the activities and obligation to the accomplishment of the affiliation objections and mission. They further conceded that practices of pay, examination of execution and directs concerning advancement of and delegate are the check for execution of a laborer. So in addition, Anitha (2013) gave that presentation of a worker is a measure or pointer of financial or other inevitable result of the master that has by far relationship with agreement execution and accomplishment too. Anitha, (2013) other than uncover that air at which worker perform task and different timetables, relationship with managers, co-master relationship and that of get-together, pay approach, and responsibility of an expert are picking factors for performance.

Conversely, Alagaraja1 and Shuck (2015) uncover that expert execution can be checked on by systems for standard preparing and improvement. To add to it, Thomas and Feldman, (2010) take on degrees of

master execution as center occupation execution, that remembers for work execution, security execution, and creative mind, followed by citizenship execution, set apart into likewise targets-unequivocal and wide-going certifiable citizenship. Considering regardless, assessments for investigating specialist execution gave in the evaluation of Kariuki and Kiambati (2017) were picked, for which they considered yield the degree of progress in expert execution from these considerations; organizing, relationship in amazing and occupation opportunity.

Concept of Employee Empowerment

“The term empowerment is as of now smothered and utilized in a variety of settings, for example, brain research, social work, liberation of ladies, governmental issues, instruction, law, and business” (Conger & Kanungo, 1988; Lashley, 2001; Fride, 2006). “This advancement into various bearings and fields of use made the meaning of the word become muddled” (Lashley, 2001). As there is no all around or by and large acknowledged definition and clarification existing, contingent upon the specific circumstance, a few clarifications of the term strengthening can be noticed: some characterize it as "an elective procedure to the customary method of advancing turn of events", others as "the capacity to settle on choices in inquiries that influence the existence of an individual", and still others just as "an adjustment in the relations of force" (Fride, 2006, p. 4).

As indicated by Conger and Kanungo (1988) strengthening is the cycle through which an association or organization can upgrade and improve

sensations of self-adequacy among its representatives. This is generally done through perceiving conditions that help feebleness and dispensing with them through formal and casual hierarchical practices. They further contend that strengthening advances and improves the self-adequacy feeling among representatives of an association and inspires them to perform towards accomplishing their targets. Strengthening is quite possibly the main methods of guaranteeing that representatives can misuse hierarchical assets properly and draw out the foreseen results.

Greasley, Bryman, Dainty, Price, Soetanto and King (2004) proposes that the essential target of strengthening is reallocation of force among the executives and representatives by and large through expanding worker authority, duty, and impacting execution. Directors in contemporary associations seeking after execution improvement regularly incline toward enabling representatives to the board control in settling on business related choices (Renn & Fedor, 2001). “Workers will frequently feel engaged when they see and have ability to enough adapt to occasions, circumstances, or individuals they defy. A representative feel enabled because of an important work, acquiring certainty to play out the assignment, level of independence in dynamic, and sees that the work and individual execution fundamentally affect the association.” Occupation self-rule is considered as fundamentally and emphatically identified with authoritative execution and execution.

“Worker strengthening recreates a positive connection between representative support and occupation fulfillment, inspiration and execution,

singular execution and corporate accomplishment” (Dewettinck & Buyens, 2006). As per Rodwell's investigation (1996) the idea is generally utilized in the public eye for various ways of thinking. In this investigation she portrays that the idea of strengthening would have all the earmarks of being an interaction of empowering or disclosing or bestowing power move starting with one individual or gathering then onto the next. This implies for instance that somebody gets the option to settle on a choice while this privilege previously had a place with another person.

Spreitzer and Doneson (2005) “characterize the idea with an emphasis on workers, and develop the meaning of Rodwell (1996) by expressing that engaging practices permit representatives to settle on their own how they will manage an issue. Beside various meanings of strengthening, the idea is likewise in a few different ways isolated in writing.” Quinn and Spreitzer (1999) found two totally different viewpoints of strengthening during interviews in an association that had begun a strengthening program. “The analysts advocate two methodologies, an unthinking methodology, alluding to a top down interaction wherein strengthening is tied in with designating dynamic inside a bunch of limits, and a natural methodology inferring a base up cycle wherein strengthening is viewed as a cycle of danger taking and self-awareness.”

Determinants of Employee Empowerment

Spreitzer and Doneson (2005) “review three perspectives used by contemporary management scholars and practitioners to understand empowerment. First, the social structural perspective emphasizes the importance

of shifting away from organizational policies and structures that foster powerlessness, toward high involvement practices. Second, the psychological perspective refers to a set of psychological conditions necessary for individuals to feel in control of their own destiny and third, the critical perspective argues that feeling empowered is not the same as being empowered.” Taking into account these different perspectives, empowering people partly appears to be about implementation and facilitating people and partly about awareness and allowing people time to get used to it. Saying to people they are empowered, is also not the same as feeling empowered.

Inspiration is a broadly contemplated field that has sources in numerous scholastic controls including training, social science, brain research, financial aspects, and political theory. As indicated by Jones et al (2010), inspiration is the mental powers which follow the bearing of an individual's degree of exertion and his/her tirelessness confronting deterrents.

In 2006, Sébastien Castaing directed an examination on 754 government employees in France under the title of "The Effects of Psychological Contract Fulfillment and Public Service Motivation on representative execution in the French Civil Service". The outcomes demonstrated that public assistance inspiration clarifies hierarchical responsibility in French policy management. In 2013, the exact investigation "Connection between Employee Motivation, Satisfaction and representative execution" done in India by S. Arun Kumar demonstrated that there is a positive connection between general inspiration and representative execution.

Compensation is the methodical methodology of offering money related an incentive for people in return for work they had performed. The advantage the individual gets as pay, wages and prizes to build his/her exhibition (Brown, 2003).

In 2006, Andreas Dockel, Johan Basson and Melinde Coetzee directed the exploration "The impact of maintenance factors on authoritative execution: an examination of high innovation workers". It was discovered that. Pay of workers has had a positive connection to authoritative execution.

Argyris (1998) states that representative strengthening is firmly identified with inside responsibility and it is significant that directors wishing to acquire responsibility of workers should engage the representatives. "This idea is upheld by Conger and Kanungo (1988) who contend that designating authority energizes responsibility and upgrades individual and association responsibility." Spreitzer, Kizilos, and Nason (1997) contend that worker strengthening has a relationship with work fulfillment and hierarchical responsibility (Liden et al. 2001). "This is in accordance with Boxall and Macky (2009) who set that engaged representatives are more dedicated to the association. Essentially, Babakus, Yavas, Karatepe, and Ava (2003) point that in authoritative conduct strengthening is firmly identified with decentralization in dynamic, increment scope given to workers over their control of errand evoking full of feeling responses, for example, responsibility."

As possibly past many's opinion on possible inside HRM, organizing has for since a long time prior been seen and consequently explain shocking

assessment thought by academic makers (Gordon 1992, Beardwell, Holden &Claydon 2004). This has borne into a blend of aftereffects of arrangement. For example, Gordon (1992, 235) portrays planning as the organized and knowing separation in lead through learning events, activities and endeavors which achieve individuals achieving the levels of data, cutoff centers, cutoff focuses and abilities to finish their work enough.

It is huge that, as experts continue with their piece of slack into the approach research a zone, they other than continue with their considerations into its significance. A piece of these experts ensure that the check of the meaning of arrangement in current years has been vivaciously lopsided by the improvement of inquiry and the close to achievement of affiliations where interest in master headway is liberally pulled in (Beardwell et al. 2004). Related to the really implied, Beardwell et al. (2004) add that mechanical new surprising new developments and complete change have two or three heads to the possibility that accomplishment depend upon the cutoff centers and cutoff inspirations driving their laborers, in this way a pivotal for epic and picked interest in figuring everything out and progress.

Agent responsibility in extraordinary, sporadically recommended as participative dynamic (PDM) is worried about shared dynamic of the two associations and workers in the work condition (Mitchell, 1973). Locke and Schweiger (1979) clarify it as 'joint dynamic' among chiefs and subordinates. As per Noah (2008), it is a particular kind of errand wherein the subordinate extension unmatched control, more noteworthy possibility of decision as for

accessory the correspondence opening between the association and the topic specialists. It hints the level of agent's joint effort in a connection's crucial getting sorted out activities. A firm can have a high or low degree of representative connection.

An unquestionable degree of interest or alliance (huge specialist responsibility in amazing) proposes that all classes of workers are secured with the getting sorted out procedure. Obviously, a low degree of income or consolidation (shallow worker responsibility in interesting) displays a really restricted getting sorted out measure (Barringer and Bleudorn, 1999) which joins the top association allegorically talking. A huge worker responsibility in amazing permits the impact of the lower-level representatives in the organizing cycle. These are people who are nearest to the client and who can guarantee that new thing and association appreciation, a significant part in the bold correspondence (Li et al., 2006). This recommends that worker support or consolidation in the coordinating cooperation including the potential indications may stimulate opportunity affirmation all through the alliance (Kemelgor, 2002; Zivkovic et al., 2009).

The mentalities that conclusive outcomes come from the top, that unbelievable social orders are resultant from the upper level, constantly have a fondness toto overlook the impact and the duties or responsibilities of those at lower levels (Gonçalves et al.,2016). In this way, disregarding or censuring the significance of expert association or interest in ground-breaking.

The theory of work plan by Hackman and Oldham is used by various relationship since it seen as a purpose behind the heads practices which lead to extended motivation, improved work execution, and extended satisfaction of delegates, lower level of non-appearance similarly as extended definitive execution. Self-rule is taken as one of a couple of huge occupation plan characteristics which have been used by various number of subject matter experts (Smith, Kot & Leat, 2003).

Occupation autonomy is described as the level to which the suggestions for business impressive opportunity, giving testimony regarding free hand and choice to the individual in setting up the work and besides portraying the best approach to recognize or achieve the endeavors (Hackman & Oldham 1975; Marchese& Ryan, 2001; Morgeson, Delaney-Klinger &Hemingway, 2005; Parker, Axtell and Turner, 2001). Even more totally it can similarly be a lot of portrayed as the choice and opportunity intrinsic in the errand to accomplish a couple of endeavors (Brey, 1999). Self-administration and control are now and again overwhelmed so it is essential to isolate them. Control consolidates forming exercises and tasks, techniques for work and besides working conditions while Autonomy fuses to making free choices from interminable insight and moreover from correspondence with the administrator (Schwalbe, 1985).In various words, freedom suggests avowing or underwriting one's exercises at an extension level (Dworkin, 1988; Gagne &Deci, 2005).

Specialists can be successful in case they are put and they can fight in their job, they ought to use an assortment of data which reinforces their work and

they ought to have self-rule to make decisions in their work (Ozturk, 2011). Freedom incorporates concern and commitment with respect to the aftereffects of the work which achieves results like augmentation work capability and improved levels of characteristic motivation (Hackman and Oldham 1976; Langfred and Moye, 2004). Chung (1977) underlined that freedom influences work moves close, work speed and target setting. Individuals with self-administration have the opportunity to control the speed of work and to oversee work cycles and evaluation techniques. Independence and self-rule are not identical to self-administering workers may depend upon social correspondence to complete the related positions and endeavors (Dee, Henkin & Chen, 2000). Occupation independence achieves an improved specialist execution since individuals think and consider themselves to be skilled and creative or innovative in accomplishing or achieving their endeavors (Saragih, 2011).

Individuals who practice high occupation self-administration are less obliged by the situational factors than individuals who experience low self-rule (Gellatly and Irving, 2001). “Work-work progresses theory (Nicholson, 1984) suggested that self-overseeing experts can choose the strategies and completions of work, similarly as the condition of cycles (Black, 1988). As demonstrated by Stamps and Piedmonte (1986), self-administration is described as the proportion of occupation related independence, movement, and opportunity either permitted or required in consistently work works out.” Self-administration has been dependably and reliably associated with delegate satisfaction as a positive factor (Parker and Wall, 1998; Neuman, Edwards, & Raju, 1989).

Various other assessment disclosures in like manner raised that self-administration is a major part for capable progression (Hart & Rotem, 1995; Manley, 1995; Gray and Pratt, 1989) and is a positive factor for laborer execution (Blegen, 1993; Weissman, Alexander, & Chase, 1980; Finn, 2001). “Given the unstructured thought of complex positions, which anticipate that workers should rehearse judgment, dynamic, imaginativeness, and other discretionary practices” (Chung-Yan, 2010), Frese and Zapf (1994) battled that those with watchfulness and control can even more adequately resolve issues since they have the chance and opportunity to pick methods and procedures to deal with the situation. Researchers have seen, when in doubt, two kinds of occupation freedom that can emphatically affect work execution: control of undertaking and control of time. Control of undertaking can be gainful divided into the procedure of task being used and figuring out the substance of work reliably.

“Notwithstanding the way that autonomy regarding work methodology, which insinuates the level of chance and opportunity that agents have in moving toward their work, for instance, such an overwhelm programming a laborer likes to use, has been investigated as a positive factor” (Hackman and Oldham, 1976; Sims, Szilagyi, and Keller, 1976), time the load up has gotten in a general sense less thought and has gotten mixed revelations, most ideal situation. Self-administration as for work booking insinuates the level of control agents have in arranging, sequencing, or timing their work works out, for instance, a choice of working from home versus workplace cooperation.

Quinn and Spreitzer (1999) discovered two out and out various perspectives of reinforcing during interviews in an affiliation that had started a fortifying system. The researchers advocate two techniques, a mechanical approach, insinuating a top down cooperation where fortifying is connected to assigning dynamic inside a lot of cutoff points, and a characteristic procedure surmising a base up cycle wherein reinforcing is seen as a collaboration of from the view motivation behind employees.

Kariuki and Kiambati (2017) found that readiness, delegate incorporation in powerful and occupation self-administration of laborers had a positive association with various levelled execution yet fail to examine the effect of these determinants on specialist execution. This examination hence attempts to use the determinants; planning, specialist relationship in powerful and occupation autonomy joined from the characteristic system of reinforcing to furthermore assess what these determinants mean for agent execution.

Relationship between Empowerment and Employee Performance

Performance management is linked to employee empowerment in two ways; first, through goal setting. The more an employee understands his or her job, and how the job contributes to the overall organization, the better they will be able to make decisions on their own, informed and expert decisions. Employee empowerment requires this clarity, or the decisions that get made will often be the wrong ones. Second, empowerment implies accountability, along with the freedom to make decisions. The performance management process helps to create that accountability for results and the outcomes of decisions the

employee makes through ongoing communication, and of course, the performance review process. There is limited research on the relationship between employee empowerment and performance. Most of the available literature on employee empowerment has linked it to job satisfaction. There are vast studies done on the relationship between job satisfaction and employee empowerment. Thus, job satisfaction often has an intervening effect between employee empowerment and performance. One of the studies that provide a direct support for the relationship between empowerment and firm performance is provided by Hitt, Bierman, Shimizu, and Kochhar's (2001). This study found a positive relationship between human capital (based on intellectual capabilities, knowledge, and social capital) and firm performance in a sample of professional organizations.

Another study that makes a possible link between empowerment and performance was done by Hechanova et al. (2006) on the relationship between psychological empowerment, job satisfaction and performance among Filipino service workers. The study found that psychological empowerment had a positive correlation with performance. Wood (2007) also did a study which found that employee empowerment was the key to improving performance and promoting innovation among manufacturing firms in Ireland. The study found that empowerment is the only practice that has significant effects on performance in all companies surveyed. The study found that performance in companies that empowered their employees was 7% higher than that of companies that did not empower their employees.

Potential consequences of empowerment

Lashley (2001) clarifies that a large portion of the cases that benefits strengthening can bring to the association, include the more noteworthy exhibition of workers. Execution of representatives toward authoritative objectives and client support can be perceived as the key of intensity, execution, and client and worker fulfillment. The creator further sees the abilities and capacities of representatives, and their readiness to give a valiant effort to contribute toward accomplishing hierarchical objectives as fundamental with regards to upper hands of administration associations – angles that are regularly upgraded through fruitful strengthening.

Lashley (2001) portrays that representative strengthening makes common advantages for the two workers and businesses. Engaged workers are upheld in learning on the undertaking; building up a more noteworthy execution to the accomplishment of errands through the extra duties (Lashley, 2001) and more prominent fearlessness (Thomas and Velthouse, 1990); encountering an expanded occupation fulfillment through the capacity of utilizing their maximum capacity; being esteemed by the association and more associated with dynamic, which all prompts a more prominent self-adequacy (Conger and Kanungo, 1988; Lashley, 2001).

Bowen and Lawler III (1992a) notice much more points of interest, for example, representatives being more energetic about their positions and make uplifting mentalities, which can likewise be perceived by clients. Representatives will in general feel happy with their positions as they perform significant

positions for which they are mindful, bringing about an expanded feeling of possession and self-adequacy. Additionally, they express the workers' capacity to promptly react to unique client needs and to adjust the assistance likewise as another significant bit of leeway of strengthening. Accordingly, representatives can please the client. Particularly on account of administration disappointment, strengthening can transform the disappointed client into a fulfilled one.

Every one of these focal points can be viewed as favorable circumstances for workers and managers the same. Lashley (2001) keeps on bringing up that businesses who enable their workers acquire a generally upgraded business execution through the expanded adequacy of fulfilling client needs and needs just as the expanded capacity to contend in the business. Those advantages, thusly, are made through encouraging encounters and mastery of bleeding edge representatives in dynamic; through acquiring a more learned, centered, and submitted labor force; and through making a superior help quality for clients and efficiency by methods for lessened work turnover (Bowen and Lawler III, 1992a; Lashley, 2001). In addition, Bowen and Lawler III (1992a) notice that the association can utilize representatives' experience and information to make new administrations and further improve administration quality, which additionally upgrades client dedication and positive verbal.

Likewise, Lashley (2001) contends that engaged workers are inwardly "bound" to the association as they experience the sensation of having a place with the organization and being amped up for the work.

Empirical Review

The empirical review will be developed in line with the specific objectives of the study. This captures the influence of training on employee performance, the influence of employee involvement in decision making on employee performance and autonomy of employees on employee performance.

Relationship between Training and Employee Performance

Amin et al. (2013) completed an investigation on the effect of workers preparing on their work execution in schooling area of Pakistan. The examination utilized polls planned on a 5-point Likert scale to accumulate essential information from an example size of 200 representatives. Basic relapse investigation was directed to look at the impact of different preparing endeavors on by and large work execution of the representatives. The discoveries demonstrated that preparation positively affects work execution. The consequences of the examination indicated that preparation prompts significant advantages for individual, group and authoritative execution.

Onyango and Wanyoike (2014) did an investigation on the impacts of preparing on representative execution in Siaya County, Kenya. The examination utilized surveys to gather information from 56 respondents utilizing the defined testing method. Inferential examination was directed to decide the impact of preparing on execution of the representatives. The consequences of the investigation indicated that there is a solid positive connection among preparing and advancement of workers and execution. The outcomes inferred that the exhibition of the representatives was decidedly impacted via preparing.

Ojoh and Okoh (2015) examined the effect of preparing on representatives' work execution. A bunch of organized surveys was utilized as the instrument for information assortment and the example size was 60 workers who were examined from a populace of 70. The outcomes demonstrated that preparation impacts emphatically on the association under the investigation. Furthermore, the discoveries additionally uncovered that preparation is an authoritative method of enhancing workers' presentation. It further uncovered that absence of preparing achieves low efficiency of laborers.

Al-Mzary et al. (2015) considered preparing and its effect on workers at Jordanian Universities. The target of the examination was to analyze the mentalities of regulatory pioneers and authoritative representatives concerning the instructional classes given to them just as the effect of preparing on their work execution at the Yarmouk University in Jordan. Information was accumulated with polls and 40 regulatory workers in the University were examined for the examination. The investigation found that instructional classes are identified with the preparation needs of the representatives to a medium degree. Results showed likewise that preparation decidedly influences workers' work execution.

Ampomah (2016) examined the impact of preparing and advancement on worker execution in the Pentecost University College in Ghana. The straightforward arbitrary testing procedure was utilized in choosing the example size of 30 workers across the University. Polls and meetings were utilized to gather information from the respondents of the investigation. The discoveries demonstrated that workers' connection their exhibition to preparing which show

that preparation and advancement improves representative execution emphatically bringing about representative execution of the representatives. The examination additionally found that representatives are persuaded through preparing; and preparing and advancement results into better.

Odehalshawabkeh and Alsawalhah (2019) examined the impact of preparing Strategies on workers execution as a viable report from Amman's Municipality representatives' viewpoint/Jordan. it comprised of (550) person which is the quantity, everything being equal. An arbitrary example of (250) people was taken and the quantity of substantial input polls was (201). The polls' information were handled utilizing (SPSS): the specialists found that preparation techniques usage at Amman's Municipality was normal level and the representatives' presentation excessively a normal level. Speculation study results have indicated a measurable impact at level ($\alpha \leq 0, 05$) of preparing Strategies on workers' exhibition.

Roberts et al. (2019) examined Effects of preparing and rivalry on the rest of world class competitors: a precise audit and meta-examination. The target of the investigation was to portray the rest of world class competitors and to distinguish factors related with preparing and rivalry that contrarily influence rest and execution. Information was accumulated because of an investigation of 54 competitors for the examination. The examination found that preparation as a swimmer before rivalries had a higher propensity on improving your presentation during such serious conditions.

Low et al. (2020) did an examination on the appraisal the extent of PT's impact on execution in game and other high-pressure spaces. The investigation utilized polls to gather information from 394 respondents utilizing the separated examining procedure. The outcomes proposed that mentors and teachers ought to establish compressed preparing conditions which was distinguished as the principle purpose behind improved execution in games.

Indeed, various examinations, Athar and Shah, 2015; Asfaw et al., 2015; Mwesigwa, 2014 and so forth have set up a beneficial outcome of preparing on the exhibition of workers. For instance, as indicated by Harrison et al (2011) preparing brings about better representative execution and that makes great hierarchical execution and the acknowledgment of expressed authoritative objectives. Kim and Brymer (2011) present that the presentation of individual workers and that of the association is upgraded because of preparing. Preparing produces benefits for both the representative and the association by emphatically impacting worker execution through the improvement of representative information, abilities, capacity, capabilities and conduct (Sultana, Irum, Ahmed and Mehmood 2012).

Relationship between Employee Involvement in Decision Making and Employee Performance

Ravenswood (2011) did an examination on execution, support and worker prosperity in the Residential Aged Care area. The discoveries of the investigation demonstrated that the connection between execution, worker interest and representative prosperity is one in which every one of the three viewpoints are

indispensable to one another. Specifically, the exhibitions approach of administrators impacts the manner by which worker investment is actualized in the working environment. Powerful agent support impacts worker prosperity. Notwithstanding, the best worker results came about because of different participatory works on including association and non-association, immediate and delegate cooperation. Administrators' decisions were essential to representative interest, however they were guided by authoritative construction and outside entertainers (Meyer and Heppard, 2000).

Khattak, Iqbal and Bashir (2012) completed an examination in Islamabad, Pakistan, on representative contribution and cooperation at work. The focal point of the exploration was to break down representatives' interest grinding away in OTCL after its privatization. The outcomes recommended that the work disappointment among the OTCL representatives can be decreased by inserting worker cooperation in dynamic practices and by upgrading its frequencies. The representative investment in dynamic works on including group instructions, critical thinking gatherings, reviews of workers' assessment and data with respect to staffing of the workers could build the workers' fulfillment towards their work which would at last increment hierarchical execution.

Berg et al. (2013) directed an investigation on the effect of agent worker cooperation on hierarchical execution. They directed a between country study examination of four adjoining nations – Belgium, Germany, the Netherlands and the United Kingdom. By exploring the qualities and shortcomings of the hypothetical and observational writing and analyzing the unmistakable highlights

of the four nations concerning their mechanical relations frameworks, the analysts found that relying upon the country at issue, works gatherings or joint consultative panels apply impact in totally different degrees, and furthermore the force of worker's guilds contrasts considerably. The examination exhibited that differences in (formal and casual) rights and in gathering elements will enormously affect the adequacy of any type of worker portrayal. This eventually prompts the development of the changed similar model, which plans to consider every one of these distinctions, while clarifying the connection between specialist inclusion and authoritative execution (Berg et al., 2013).

Sofijanova and Zabijakin-Chatleska (2013's) "study investigates the connection between representative support in dynamic and critical thinking and saw hierarchical execution in the Republic of Macedonia. The investigation dissected the idea of worker cooperation by installing it inside a public culture setting. The investigation found that viable utilization of representative interest was emphatically identified with seen authoritative execution." All the more correctly, worker investment and strengthening programs, and the utilization of self-overseeing groups had a direct and genuinely huge connection to the administrative view of the hierarchical exhibition.

What's more, Wainaina, Iravo and Waititu (2014) examined the impact of worker cooperation in dynamic on scholarly staffs' authoritative execution in the private and state funded colleges in Kenya. Focusing on all the scholarly staff in people in general and private colleges in Kenya, the examination discovered that worker cooperation uncertainty making essentially impacts college scholastic

staffs' authoritative exhibition in Kenya. Kubaison, Gachunga and Odhiambo (2014) investigated how much direct representative support rehearses in the association add to authoritative execution. Discoveries demonstrated a solid connection between direct cooperation and execution of state organizations in Kenya. In any case, the examination likewise discovered that the most favored method of interest is immediate investment, contrasted and direct individual-based support.

Relationship between Job Autonomy and Employee Performance

A study was conducted by Saragih, (2011) on the effect of job autonomy on employee outcomes. The purpose of this research was to examine the relationship between job autonomy and work outcomes (job performance, job satisfaction and job stress), self-efficacy as a mediating variable. Variables in this research were measured via a survey of 190 banking salespersons in D.I. Yogyakarta and Solo. Structural Equation Modeling (SEM) were used to examine the effects of job autonomy on work outcomes, job satisfaction on job performance, and job stress on job performance. Results showed that the estimated model in this research is acceptable based on its score of the goodness of fit index. The structural relationship showed that job autonomy significantly related to performance

Conceptual Framework

The conceptual framework is drawn from theoretical underpinnings of Human Capital Theory knowledge gaps identified from empirical literature. In the schematic diagram, the direct influence of employee empowerment on employee

performance forms the basis of the study. In line with theoretical and empirical literature, the study proposed that employee empowerment on employee performance from the view of the employees by training, employee involvement in decision making, and autonomy of employees.

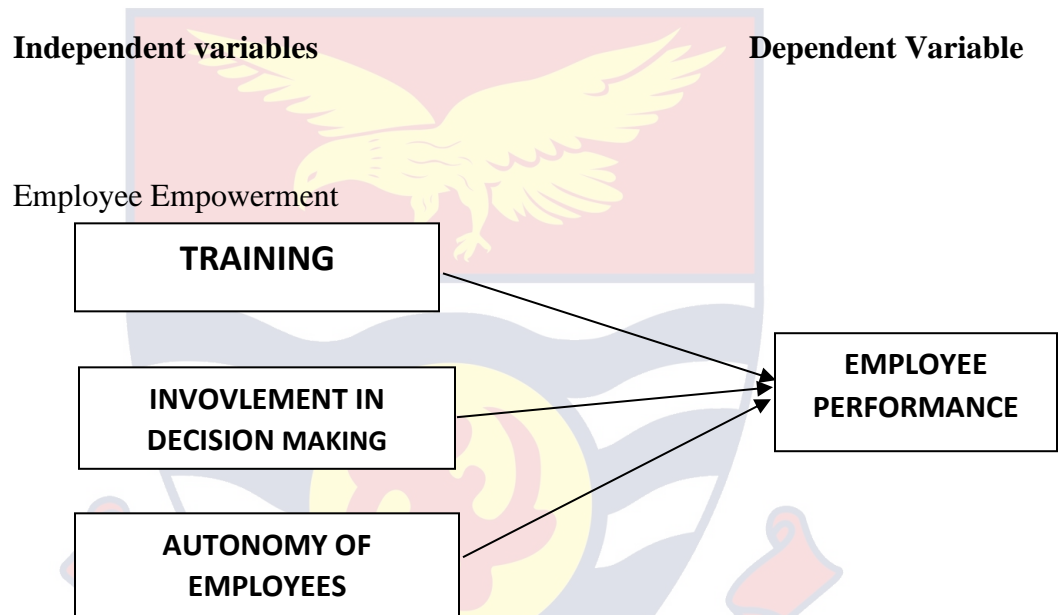


Figure 1: Conceptual framework

Source: Author's Construct (2021)

Chapter Summary

This chapter has served as the foundation for the development of the study. It focused on the literature review and from the view it has become obvious that employees view of how their empowerment should be done to necessitate employee performance within the organisation is essential. This could be ascertained by the review of relevant literature on employee empowerment and employee performance from the perspective of management. This was followed

by further discussions as to the view of how employee empowerment should be done as perceived by the employees themselves to generate an influence on their performance within the organisation.



CHAPTER THREE

RESEARCH METHODS

Introduction

The purpose of this study is to examine the influence of employee empowerment on employee performance. This chapter deals with the methodological approach which is used for the study. It covers the research design, the background of the study area, the population, the sampling procedure, the data collection instruments, the data collection procedures, the data processing and analysis and as well provides a summary of the chapter.

Research Approach

As indicated by Saunders et al. (2016), there are three ways to deal with research; (a) subjective, (b) quantitative, and (c) blended techniques. Sekaran and Bougie (2016) proposed that the epistemological supporting of a quantitative theme holds that there exist determinable and quantifiable social realities. “The investigation will, along these lines, utilize the quantitative exploration approach dependent on the idea of the examination reason viable, explicit targets, and the idea of the essential information to be gathered and broke down.” Creswell (2014) affirmed that quantitative methodology manages clarifying marvels by gathering mathematical information that are dissected utilizing numerically based techniques (specifically measurements).

Research Design

Research design is a set of guidelines and instructions to be followed in addressing the research problem (Leedy & Omrod, 2010). Zikmund (2000) also offers that research design is a blue print which specifies the exact data procedure or strategy that the researcher will go through to achieve the objectives of the study. Research design is the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research. The study employed the explanatory research design owing to the nature of the scientific enquiry underpinning this study. According to Zikmund, Babin, Carr and Griffin (2012) explanatory design research is conducted in order to identify the extent and nature of cause-and-effect relationships. This study by nature is a causal study. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Creswell, 2014). The primary purpose of explanatory research is to explain why phenomena occur and to predict future occurrences (Maxwell & Mittapalli, 2012).

Study Area

Perseus mining limited started life as an exploration company in 2004, exploring several tenements that we owned in Ghana. “In 2006, they acquired new tenement in Ghana that had previously hosted heap leach mining operation from AngloGold. Significant exploration success at Edikan (Ghana) and a rising gold price environment saw a rapid evolution of the company from explorer to developer and the gold miner with first gold being produced at Edikan in August 2011.”

The Edikan gold mine in Ghana has produced about 200,000 ounces of gold per year since 2012. Perseus has an experienced and focused board and management team with a track record of maximizing cash flow to improve shareholder return, while providing growth through exploration success.

Situating this study within the Perseus Mining Limited is very important given the nature of the Ghanaian mining sector and the image associated with mining companies such as the AngloGold and Tarkwa mines and their quest to increase output in the company of which could be attained through empowering employees. Therefore, this study seeks to examine the influence of employee empowerment on employee performance at Perseus Mining Limited.

Population

Population according to Leedy and Ormrod (2010) is the target group about which the researcher is interested in gaining information and drawing conclusions. The population of the study covered all levels of employees within Perseus Mining Limited, Ayanfuri, Ghana. The population of the study was one hundred and thirty (130) employees of which constitute both senior and junior staff.

Sample and Sampling Procedure

From the point of Israel (1992), there are a few methodologies that can be utilized in deciding the example size. These incorporate utilizing registration for little populaces, mimicking an example size of comparable investigations, utilizing distributed tables, and applying equations to compute the example size. With regards to this examination, a registration was utilized as a result of the

generally modest number of populace size. Considering this, an example size of 100 and thirty (130) were utilized which is comprised of workers from the upper-level administration, center level administration and lower and other junior staff.

“The benefits of a statistics are that in spite of the fact that cost thought makes this inconceivable for enormous populaces, it is alluring for little populaces (e.g., 200 or less). A statistic disposes of examining blunder and gives information on all the people in the populace. This implies that all workers have a similar chance to take an interest.” A few representatives may in any case decide not to take an interest, yet in any event the chance to do so is introduced and nobody individual or gathering can get a handle on left. “Moreover, a few costs, for example, survey and building up the examining outline are "fixed," that is, they will be the equivalent for tests of 50 or 200 and registration will in general upgrade sensations of security encompassing the exactness of the outcomes” (Parker, 2011).

At last, essentially the whole populace would need to be inspected in little populaces to accomplish an alluring degree of exactness. This suggests that while the organization of test reviews is more confounded, an evaluation overview is simpler to control since it incorporates all people. To this end, results from a statistics review can be utilized to "drill down" into the hierarchical design and feature departmental outcomes, and in light of the fact that all workers partake, there is a more noteworthy possibility of acquiring reactions that are illustrative of all sub-bunches inside the authoritative construction. In this manner, the volume

of overviews that should be circulated may increment with statistics review however sorting out who gets a study is clear – everybody (Kraut, 1996).

Data Collection Instrument

The exploration instrument that will be utilized for information assortment will be a survey. This is extremely helpful in sociology research (O'Brien & Toms, 2010). “A survey is a formalized arrangement of inquiries for getting data from respondents” (Malhotra, Birks & Wills, 2013). Close-finished inquiries will be utilized to inspire reactions expected to address the exploration questions and accomplish the destinations set for this examination. “The shut finished inquiries will require the respondent to browse among a given arrangement of reactions and require the respondent to look at every conceivable reaction autonomous of the other decision.” “It will likewise utilize a Likert scale, which is more valuable when conduct, mentality or different marvels of interest should be assessed in a continuum” (Leedy & Ormrod, 2010). Forests, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011) places that there are particular preferences in utilizing polls instead of meeting system. One of such preferred position is that polls are more affordable and simpler to regulate than individual meeting. Forests et al (2011) show that sent studies, for instance, are incredibly proficient at giving data in a generally short period time with ease to the analyst.

Validity and Reliability

“Validity in exploration basically implies the degree to which instruments (polls or organized meeting plans) measure what they mean to quantify. As such,

legitimacy intends how much that the chose instrument quantifies the proposed research destinations” (Bowling, 2009).

With regards to this Reliability, a few systems will be attempted to approve and refine the substance of the survey. To address the face legitimacy, the analyst will peruse the surveys and the proper rectifications will be made before it is given to the representatives of Perseus Mining Limited. Friend survey was likewise vital.

Content legitimacy was additionally improved by asking experienced specialists in the field to experience the poll before it was regulated to the respondents. All endeavors and perspectives on specialists were taken to thought as to either to add or drop certain things from the survey. Numerous things of spaces and sub-areas will be controlled and remade with minor language and acclimations to upgrade lucidity, and to be guaranteed that the instrument is totally material.

With respect to dependability, it tends to be viewed as the degree to which the utilization of a scale produces predictable outcomes whenever rehashed measures are taken (Kent, 2007). It is accomplished when keeping results at a steady level in spite of changing of time and spot (Bowling, 2009). Inward consistency: interior consistency involves testing the homogeneity that surveys the degree to which individual things are between corresponded, and the degree to which they relate with generally speaking scale discoveries and this can be performed by utilizing Cronchbach's alpha aircraft tester (and Beck, 2008). As far as perception, dependability of perceptions alludes to similar surmisings or exercises of intra-perception (one perception at various time) and between

perception unwavering quality (more than one spectator) (Pilot and Becker, 2008).

The Cronbach's coefficient alpha (α) was utilized in this investigation to decide the dependability of things in the survey. The estimation of Cronbach's alpha went from 0 to 1. It is qualified to take note of that, the nearer the estimation of α to 1, the better its dependability.

Results of the Cronbach Alpha in This Study

As stated earlier, in order to measure the reliability of the gathered data, Cronbach's alpha was used. Table 1 shows Cronbach's alpha of all indicators.

Table 1: Reliability of Scales and Cronbach Alpha of Study Variables

Variable	Items Retained	Cronbach's Alpha
Training	8	0.757
Employee Involvement	10	0.701
Job Autonomy	8	0.809
Employee Performance	10	0.834

Source: Field Survey (2021)

Table 1 above gives the estimations of Cronbach's alpha for all the factors. It shows up from the table that the estimations of Cronbach's alpha reach somewhere in the range of 0.701 and 0.834. These qualities are for the most part well over the base estimation of 0.70. For this situation, it very well may be presumed that the measures have a satisfactory degree of dependability.

Data Collection Procedure

A copy of introductory letter was obtained from the department which was sent together with the questionnaires. The questionnaires were distributed to the employees at Perseus Mining Limited. The researcher administered the questionnaire individually to all respondents of the study. This was to ensure that all questionnaires issued to the correspondents were received. On the average, the questionnaires were distributed and collected within four weeks. Out of 130 questionnaires administered, all 130 were collected, giving a response rate of 100%.

Data Processing and Analysis

Information handling tasks were completed including information altering, cleaning and characterization. Information altering cleaning is the assessment of the gathered information in order to identify oversights and mistakes and to address them at whatever point conceivable. Information order is the organizing of the gathered information in classes or gatherings with basic qualities. Comparable information will at that point be organized, and further examination will be led. The organized information will at that point be examined utilizing quantitative strategies.

Engaging insights will be utilized for the investigation of the gathered information which included boundaries, for example, proportions of focal inclinations and the proportion of scattering. Inferential information examination procedures, for example, connection investigation and relapse examination will likewise be utilized to break down the gathered information. The Product-

Moment Correlation Coefficient will be utilized to inspect the impact of preparing, representative contribution in dynamic and occupation self-governance on the worker execution and representative execution and relapse examination will be utilized to determine the quantity of varieties in the representative execution which can be related with changes in the level of the impact of preparing, worker association in dynamic and occupation self-governance on the representative execution. Different tests that will be done were an investigation of difference (ANOVA), and t-test will be embraced.

Straight relapse will be utilized to determine the impact of preparing, worker contribution in dynamic and occupation self-sufficiency on the representative execution. The model will regard representative execution as the needy variable while free factors are measurements of the impact of preparing, worker association in dynamic and occupation independence on the representative execution. A relapse condition depicts how the mean estimation of a reaction variable identifies with explicit estimations of the indicator variable (Kessler et al., 2004). The examination will utilize relapse investigation to test the measurable meaning of the autonomous factors on the reliant factors. The regression equation will be used to analyse the relationship between variables under study was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y = Employee Performance

β_0 = the constant or the coefficient of intercept

X1 = Training of employees

X2 = Employee Involvement in Decision making

X3 = Job Autonomy

ε = Error term

β_1, \dots, β_3 = Corresponding coefficients for the respective independent variables

The connection will be utilized to portray the level of connection between the needy and autonomous variable, for this situation, the impact of preparing, representative inclusion in dynamic and occupation self-rule on the worker execution. The outcomes will be introduced utilizing tables. The quantitative information gathered will be coordinated as per the exploration questions. The information examination and introduction of discoveries will be completed utilizing the Statistical Package for Social Sciences (SPSS) Version 22. The reactions will be gotten from the respondents and afterward at first arranged by four Likert-Scale(options) contained in the survey. These scales were 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, and 4 – Strongly Agree.

Ethical Considerations

An investigation by Patten and Newhart (2017) as referred to in Bless and Higson-Smith (2000) uncovered major moral issues that should be considered in each examination. As per them, these major moral issues incorporate deliberate cooperation, right to security, secrecy and classification of data. Thusly, all endeavors were outfitted towards guaranteeing that all these moral issues were taken care of. For example, with deliberate interests, each respondent was

permitted to partake in the information assortment practice on their own freedom of thought. “Likewise, the potential issues of right to security was acknowledged by permitting respondents to answer the surveys all alone and hazy inquiries were properly taken care of through their own helpful medium.”

Further, “the issue of obscurity was taken care of by limiting respondents from giving their definite data about themselves on the poll corresponding to names, contact numbers and postage information.” Respondents were likewise guaranteed that none of their personalities would be spilled to the public space nor utilized for purposes other than this examination. At long last, the investigation guaranteed classification of data by guaranteeing respondents that all data gave would be kept private. They were likewise guaranteed that, none of the data neither gave would be utilized against them nor found in the public area. In rundown, the examination guaranteed that all major moral issues were properly tended to.

Chapter Summary

This part dealt with the assessment systems used to achieve the inspiration driving the examination. The segment generally discussed key segments, for instance, research approach, research plan, people, study zone, testing framework, data combination instrument, data arrangement procedure, moral examinations and data planning and examination. The quantitative technique and entrancing investigation arrangement were used on account of the examination's assessment objectives. Also, the data gained from transport of coordinated surveys were

analyzed using edifying verifiable instruments in proposal for the results and discussions.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The main research objective of the study, to examine *the effect of employee empowerment on employee performance* of Perseus Mining Limited in Ayanfuri, Ghana. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in Chapter one. There was 100% response rate. The first section provides the demographic profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation) statistics in accordance with the specific objectives of this study. Finally, a detailed discussion is provided for each finding.

Socio-Demographic Characteristics of Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fitting to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education, positions of the officers in the service, and employees' years of work in the organisation. Table 2 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 2.

Table 2: Background Information of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	85	62.0
Female	49	38.0
Age		
15-20years	26	20.0
20-39years	73	56.2
40-49years	18	13.8
50-59years	13	10.0
Level of Education		
SSS	11	8.5
Diploma	13	10.0
1 st Degree	74	56.9
Professional	12	9.2
2 nd Degree	20	15.4
Rank		
Junior	56	43.1
Senior	74	56.4
Level of Experience		
1-5 years	54	41.5
6-10 years	48	36.9
11-15 years	14	10.8
16 years and above	14	10.8
TOTAL	130	100.0

Source: Field Survey (2021)

Table 2 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (62%) were males while the remaining respondents, (that is 38%) were females. This implies

that a lot of males appeared to have been employed at Perseus Mining Limited, Ayanfuri. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2018) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that most of the respondents are between the ages of 20 and 39 years representing 56.2%. This higher percentage of lower-level employees gives the impression that there are more inexperienced workers in the company. Again, the result shows that respondents representing (30%) were between 15 to 20 years which implies that in the service, most of the respondents are in their prime age and that the organisation can be considered to have had a lot of potentials in terms of development in the future. In addition, respondents representing (13.8%) were between the ages of 40 and 49 years. The least age group was those between 50 and 59 years representing (10%) in the company. The overall implication is that relatively a small percentage number of employees are matured and presumably experienced in their career in the company.

From the Table, it can be noted that respondents representing (8.5%) had senior high school education from various fields, while respondents representing (10%) had diploma education. However, a total percentage 56.9% were the first degree holders in contrast to (15.4%) who had a second degree. With regards to professionals, representing (9.2%) were found to be in this category. The study results from the table highlight the significance that the organisation attaches to education as most workers in the company are qualitatively gifted with educational prowess.

The Table also shows that majority of respondents, that is, representing (56.9%) of the sampled population were in senior workers positions, whilst respondents representing (43.1%) of the population were in junior officers' positions. This implies that the bulk of workers fall within the senior officers' positions in the company. In terms of how long each employee has worked in the organisation, it was found that most of them fell within 1 to 5 years. Within these years, (41.5%) has worked within them, while (48%) has worked within the years of 6 years and 10 years. This is followed by those who have worked between 11 and 15 years with a total number of (10.8%) while those who have worked between 16 and above years make up (10.8%).

Findings of the Main Study Objectives

This section presents results and analysis based on the three key questions of this study. Both descriptive and inferential statistics are used in analysing the data. As it has been indicated in the methods, the design of this research is

descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

Objective One: To Examine the Influence of Training of Employees on Employee Performance at Perseus Mining Limited

The first research objective sought to ascertain the extent to which Training as an employee empowerment dimension influences employees' performance. In this study, respondents were presented with eight statements that depicted some of the activities under training. This study measured the independent variable training using the Likert scale of 1-5, 1 being - Strongly Disagree, 2 being Disagree, 3 being Neutral, 4 Agree and 5 being Strongly Agree. This was to show the extent to which proper training was existent in the company. The results were transformed and regressed against employee performance level. The summary of the model of Training on employee performance is presented in Table 3.

Table 3: Model Summary of Training on Employee Performance

Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.336 ^a	.113	.106		.63177

a. Predictors: (Constant), Training

Source: Field Survey (2021)

The results from Table 3 show two values of concern, the R- Correlation Coefficient and the R-Square Coefficient of Determination. The coefficient of Determination indicates the relationship between the Independent and the Dependent variable. It is the proportion of variation in the dependent (Employee Performance) variable explained by the regression model. An R Square value of .113 indicates that about 11.3% of the variation in the Performance of employees at Perseus Mining Limited is accounted for by Training as an employee empowerment dimension; the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.336 indicates a large relationship between Training and Employee Performance.

Cohen (1992) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Employee Performance and Training as an employee empowerment dimension. Table 4 assess the statistical significance of the regression model.

Table 4: ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.448	1	6.448	15.752	.000 ^b
	Residual	50.754	124	.409		
	Total	57.202	125			

- a. Dependent Variable: Employee performance
- b. Predictors: (Constant), Training

Source: Field Survey (2021)

The results of the ANOVA from Table 4 indicate a statistically significant figure of $p=.000$, as held up by Fidell, Tabachnick, Mestre & Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. If such a condition is met, then the independent variable does a good job explaining the variation in the dependent variable. In this analysis, the ρ -value is well below $.05$ ($\rho = .000$). Therefore, it can be concluded that the R and R^2 Between Training and Employee Performance is significant and therefore Training can significantly influence employee performance. However, the ANOVA fails to indicate the extent of the effect. Table 5 indicates the magnitude of the impact of Training on employee performance at Perseus Mining Limited, Ayanfuri.

Table 5: Coefficients^a of Training on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.326	.311		7.480	.000
Training	.332	.084	.336	3.969	.000

- a. Dependent Variable: Employee performance

Source: Field Survey (2021)

The table in the SPSS output labelled coefficients (table 5) provide information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p= 0.000$ for the constant and the significant value $p= 0.000$ is less than 0.05 for the independent variable. Pallant (2013) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Training has a significant impact on Employee Performance. The table further shows a Beta of .336 which according to Fidell, Tabachnick, Mestre & Fidell (2013) indicates a strong impact of the independent variable on the dependent.

The implication of these results is that with Training as a factor for employee empowerment significantly improves the performance of employees at Perseus Mining Limited. The findings of this study confirm and are supported by loads of findings with respect to studies conducted in terms of Training and employee performance. Spector (2008) found that Training is an important determinant of increased performance of employee (Herzberg, 1968). The job environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner & Zhao, 1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994).

Moreover, variation exists in terms of training, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that training positively affect the performance of employees in an organisation (Guest, 2004).

Silla et al. (2005) and Ceylan, (1998) concluded that the training has effect on the satisfaction of employees, hence increasing the performance of employees within a given organisation. These include comfortable proper work and effective allocation of tools and resources, etc. Ting (1997) and Locke and Kochan (1995) studied that the work itself has positively correlated with the satisfaction of employee. Robbins et al. (2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Jobs matched with the competencies and that are mentally stimulating are liked by the employees (Robbins, 1993).

Brenner (2002) asserted that the ability of employees within an organisation to share knowledge throughout the system depends on the conditions of their work. Some employees tend to be more productive in a well facilitated job environment. More so, the quality of comfort variable from job environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work environment are not favourable. Thus, improved Training enhances employee’s productivity. The study indicated a positive relationship between Training and employee performance meaning that an effective Training can lead to increased employee performance at Perseus Mining Limited, Ayanfuri.

Objective Two: To Assess the Influence of Employee Involvement in Decision Making on the Employee Performance at Perseus Mining Limited

The second objective of the study was to establish the extent to which employee involvement in decision making an employee empowerment dimension influences employees’ performance in Perseus Mining Limited. This study measured the independent variable training using the Likert scale of 1-5, 1 being - Strongly Disagree, 2 being Disagree, 3 being Neutral, 4 Agree and 5 being Strongly Agree. This was to show the extent to which proper training was existent in the company. The purpose was to establish whether employee involvement in decision making, an employee empowerment dimension influences employees’ performance in the organisation. Data was collected on the various activities under Employee Involvement in Decision Making in the organisation. Respondents were presented with seven Employee Involvement in Decision Making statements. The results were transformed and regressed against employee performance level. The summary of the model of Employee Involvement in Decision Making on employee performance is presented in Table 6.

Table 6: Model Summary of Employee Involvement in Decision Making on Employee Performance

Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.520 ^a	.271	.265		.57994

a. Predictors: (Constant), Employee involvement in decision making

Source: Field Survey (2021)

The result from Table 6 shows the R- Correlation Coefficient and the RSquare-Coefficient of Determination. The R Square value of .271 indicates that about 27.1% of the variation in the employee performance at Perseus Mining Limited is accounted for by Employee Involvement in Decision Making, the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.520 indicates a large relationship between Employee Involvement in Decision Making and employee performance. The results indicate a positive relationship between the employee performance of Perseus Mining Limited and Employee Involvement in Decision Making. Table 7 assess the statistical significance of the regression model.

Table 7: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.996	1	15.496	46.073	.000 ^b
	Residual	41.706	124	.336		
	Total	57.202	125			

a. Dependent Variable: Employee performance
 b. Predictors: (Constant), Employee involvement in decision making

Source: Field Survey (2021)

The results of the ANOVA form Table 7 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the p -value is well below .05 ($p = .000$). Therefore, it can be concluded that the R

and R^2 between Employee Involvement in Decision Making and the Employee Performance is significant. However, the ANOVA fails to indicate the extent of the effect. Table 8 indicates the magnitude of the impact of Organisational of the employee performance of Perseus Mining Limited.

Table 8: Coefficients^a of Employee Involvement in Decision Making on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.102	.363		3.036	.003
Em. decision	.735	.108	.520	6.788	.000

a. Dependent Variable: Employee performance

Source: Field Survey (2021)

The table in the SPSS output labelled coefficients (table 8) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p= 0.000$ is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded employee involvement in decision making an employee empowerment dimension has a significant impact on the staff performance of Perseus Mining Limited. The table further shows a

Beta of .520 which indicates a strong impact of the independent variable on the dependent.

The second research objective was to establish the extent to which Employee Involvement in Decision Making as an employee empowerment dimension influences employee performance in Perseus Mining Limited. The use of Employee Involvement in Decision Making assistance as a dimension in providing employee empowerment is supported by most Perseus Mining Limited employees. The respondents of the study believe the degree to which employees perceive processes in participation in decision making helps improve the performance of the employees at Perseus Mining Limited.

This confirms study findings according to Sofijanovska & Zabijakin-Chatleska (2013) explores the relationship between employee participation in decision making and problem-solving and perceived organisational performance in the Republic of Macedonia. The study found that effective use of employee participation was positively related to perceived organisational performance. More precisely, employee participation and empowerment programs, and the use of self-managing teams had a direct and statistically significant correlation to the managerial perception of the organisational performance.

In addition, Wainaina, Iravo & Waititu (2014) investigated the effect of employee participation in decision making on academic staffs' organisational performance in the private and public universities. The study found out that employee participation in decision making significantly influences university academic staffs' organisational performance. Finally, Kubaison, Gachunga and

Odhiambo (2014) explored the degree to which direct employee participation practices in the organisation contribute to organisational performance. Findings indicated a strong relationship between direct participation and performance of state corporations. Thus, improved involvement in decision making enhances employee’s productivity. The study indicated a positive relationship between staff’s involvement in decision making and employee performance meaning that an effective participation in decision making can lead to increased employee performance at Perseus Mining Limited.

Objective Three: Determine the Extent to which Job Autonomy as an Employee Empowerment Dimension Influences Employees’ Performance

The last research objective sought to determine the extent to which job autonomy an employee empowerment dimension influences employees’ performance. Respondents were to determine the extent to which these job autonomy activities were observed at Perseus Mining Limited. The results were transformed and regressed against the staffs’ performance level. The summary of the model of Job autonomy on the employees’ performance is presented in Table 9

Table 9: Model Summary of Job autonomy on Employee Performance

Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate

1	.225 ^a	.051	.043	.66171
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a. Predictors: (Constant), Job autonomy

Source: Field Survey (2021)

From Table 9 indicate an R Square value of .051 which showed that about 5.10% of the variation in the employee’s performance of Perseus Mining Limited is accounted for by job autonomy as an employee empowerment dimension, the remaining variation in staff performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.225 indicates a large relationship between job autonomy and employee performance. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between employee performance and job autonomy. Table 10 assess the statistical significance of the regression model.

Table 10: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.906	1	2.906	6.638	.011 ^b
	Residual	54.295	124	.4386		
	Total	57.202	125			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job autonomy

Source: Field Survey (2021)

The results of the ANOVA from Table 10 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the p -value is well below .05 ($p = .000$). The table shows whether the model is statistically significant in interpreting the employee's performance of Perseus Mining Limited, Ayanfuri. Therefore, it can be concluded that the R and R^2 between Employee Involvement in Decision Making and the employee's performance of Perseus Mining Limited, Ayanfuri, are significant. Table 11 indicates the magnitude of the impact of job autonomy on the employee's performance of Perseus Mining Limited.

Table 11: Coefficients^a of Job autonomy on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.023	.209		14.468	.000
Autonomy	.171	.066	.225	2.576	.000

a. Dependent Variable: Employee performance

Source: Field Survey (2021)

From Table 11, the significant value $p= 0.000$ is less than 0.05 for both the independent variable (Job autonomy) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that job autonomy an

employee empowerment dimension has a significant impact on employee performance. The results further indicate a Beta of .225 which is statistically significant since $p=0.000$ and less than .05. The results show that without job autonomy, supporting employees in the organisation will be difficult. It is proper rewards systems that facilitate support systems created in the organisation which eventually impact positively on the employees' performance of Perseus Mining Limited, Ayanfuri.

The last research objective was to establish the extent to which job autonomy as an employee empowerment dimension influences employee performance in Perseus Mining Limited. The use of an efficient autonomy system as a dimension in providing empowerment for employees is supported by most of the employees at Perseus Mining Limited. The respondents of the study believe the role of a proper autonomy scheme in the organisation makes employees work with high enthusiasm which increases the performance level of the employees. This agree with studies by Collins and Raubolt (1975) examined the association between job autonomy and employee performance in a large-scale manufacturing firm. The study revealed job autonomy as a dimension of employee empowerment improved the performance of employees in the organisation.

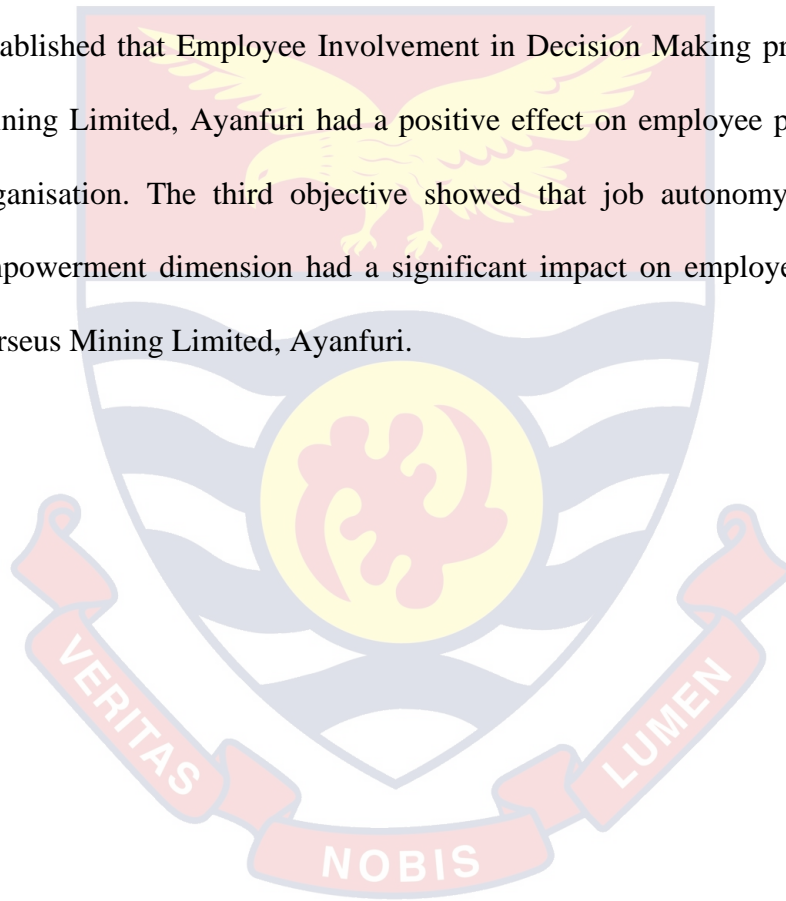
Similarly, Divya, Pujar and Sangeetha (2016) researched on the relationship between job autonomy and its impact on employee performance in IT industry. A qualitative research was employed to explore the factors of job autonomy on employee performance in the selected IT companies. Data was collected from the employees working in Robert Bosch India Limited and

Cognizant Technology Services in KGISL Campus in Coimbatore District, Tamilnadu, India to measure the relationship between the three factors towards employee performance. Empirical evidence from the study showed that among empowerment factors job autonomy contributes more towards enhancing the performance of individuals. Hence IT Industry should focus on giving freedom to their employees to perform their task properly. This would enable them to utilize their skills and ability and space should be provided for the employees to complete their, task on their own

Obi-Nwosu, Joe-Akuune and Oguegbe (2013) conducted a research on job characteristics as predictors of employee performance and organizational commitment among private sector workers in Anambra State. The finding showed that job autonomy improved the performance of employees and hence predicted the organizational commitment. The study strongly suggests that job autonomy is a predictor of employees' commitment and performance. Gokham (2006) conducted a researched on an integrative model of job characteristics, job satisfaction, employee performance, organizational commitment and organizational citizenship behaviour. Findings revealed that task identity, autonomy, and aggregate job scope were positively associated with employee performance which positively affected the organizational commitment. Thus, job autonomy as a dimension of employee empowerment dimension influences employeeperformance in Perseus Mining Limited, Ayanfuri.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The first objective indicated that Training had a positive significant effect on the employee performance of Perseus Mining Limited, Ayanfuri. The second objective established that Employee Involvement in Decision Making practices at Perseus Mining Limited, Ayanfuri had a positive effect on employee performance at the organisation. The third objective showed that job autonomy as an employee empowerment dimension had a significant impact on employee performance at Perseus Mining Limited, Ayanfuri.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote employee empowerment in order to increase employees' performance of the organisation. Finally, the suggestion for future research is also made.

Summary of the Study

The purpose of this study was to determine the influence of employee empowerment on the employees' performance of Perseus Mining Limited, Ayanfuri, as an organisation. There were three main specific objectives, which the study aimed to achieve, and these included:

1. to ascertain the extent to which Training as an employee empowerment dimension influences employees' performance of Perseus Mining Limited, Ayanfuri,
2. to establish the extent to which employee involvement in decision making an employee empowerment dimension influences employees' performance of Perseus Mining Limited, Ayanfuri and
3. to determine the extent to which job autonomy an employee empowerment dimension influences employees' performance of Perseus Mining Limited, Ayanfuri.

The study was based on the views of 130 employees from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 5 to 1 where 5 stands for Strongly Agreed, 4 is Agreed, 3 is Neutral, 2 is Disagreed and 1, Strongly Disagreed.

Key Findings

The outcomes from the study were examined with the assistance of the Statistical Package for the Social Sciences (SPSS 26.0 adaptation) programming. The significant discoveries as they identified with the particular goals of the examination have been summed up as follows. The primary exploration target looked to determine the degree to which Training as a worker strengthening measurement impacts representatives' exhibition of Perseus Mining Limited, Ayanfuri. The consequences of the relapse investigation showed that there is a critical and solid positive connection among Training and Employee Performance. The outcomes demonstrated a coefficient of assurance of $R = 0.336$ depicting a huge connection between Training as a representative strengthening measurement and Employee Performance. The huge worth demonstrated $p = 0.003$ for the consistent and $p = 0.000$ for autonomous variable indicated a critical effect on the needy variable according to Pallant (2013) model.

The second unbiased of the examination was to set up the degree to which Mediation as worker association in dynamic a representative strengthening measurement impacts workers' presentation of Perseus Mining Limited, Ayanfuri.

With this relapse investigation was hurried to decide the impact, the degree just as the meaning of the impact of Employee contribution in dynamic on the worker execution of the association. The R-estimation of 0.520 per the relapse investigation demonstrated a solid beneficial outcome of Employee contribution in dynamic on representative execution. This was trailed by surveying the factual meaning of the relapse model. The pvalue was discovered to be well beneath .05 ($\rho = .000$); trailed by a Beta of .520 indicating a solid effect of the free factor on the ward. On the bases of the examination, it very well may be said that Employee Involvement in Decision Making altogether affected the workers' presentation at Perseus Mining Limited, Ayanfuri.

At long last, the last examination target tried to decide the degree to which work independence a worker strengthening measurement impacts representatives' presentation of Perseus Mining Limited, Ayanfuri. The investigation discovered that there was an enormous connection between work self-governance and representative execution (R-estimation of 0.225). The scientist further analyzed the critical level just as the greatness of the effect. The ANOVA showed a genuinely huge figure of $p=.000$ which is <0.05 and a Beta of .225 giving a legitimization that the effect of occupation independence on representative execution is critical. It can, along these lines, be inferred that work self-rule altogether affects the exhibition' execution of Perseus Mining Limited, Ayanfuri.

Conclusions

The point of this investigation was to decide the impact of representative strengthening on the workers' presentation of Perseus Mining Limited, Ayanfuri,

as an association. Worker strengthening measurements were placed into preparing, representative contribution in dynamic and occupation independence. The primary exploration objective was to discover the degree to which Training as a representative strengthening measurement impacts workers' exhibition of Perseus Mining Limited, Ayanfuri. The discoveries prompted the determination that there was a positive and huge connection between representative execution and Training as a worker strengthening measurement. This suggested that the higher the association received Training as a worker strengthening measurement, the more the representatives' presentation expanded. It was additionally inferred that the best type of Training as a worker strengthening measurement improves the overall work space.

The second level headed of the investigation was to build up the degree to which representative association in dynamic a worker strengthening measurement impacts representatives' presentation of Perseus Mining Limited, Ayanfuri. In view of the discoveries, it very well may be presumed that there was a positive and critical connection between representative association in dynamic and workers' presentation. The outcomes further prompted an end that representative association in dynamic have been utilized as worker strengthening methodology in Perseus Mining Limited, Ayanfuri, much time and has end up being a compelling representative strengthening system in Perseus Mining Limited, Ayanfuri. Powerful representative contribution in dynamic procedure is related with improved workers' presentation and lower costs in Perseus Mining Limited, Ayanfuri.

The last unbiased of the examination was to decide the degree to which work independence a representative strengthening measurement impacts representatives' exhibition of Perseus Mining Limited, Ayanfuri. Results prompted the decision that there was a solid positive and critical connection between work self-rule as a representative strengthening system and worker execution. It was additionally inferred that since Perseus Mining Limited, Ayanfuri, has a successful occupation self-governance divert set up, it affected the degree of worker execution at Perseus Mining Limited, Ayanfuri. This inferred that the regular appropriation of occupation independence delivered an improved representatives' presentation at Perseus Mining Limited, Ayanfuri.

Recommendation

The discoveries of the investigation affirm the vital part of worker strengthening methodologies in improving and keeping up viability in an association. It is suggested that the administration of Perseus Mining Limited, Ayanfuri, should zero in on expanding the use of worker strengthening procedures like arrangement, intercession and assertion to increment authoritative execution. preparing, worker association in dynamic and occupation independence are powerful representative strengthening systems, which speeds up the work execution. It is subsequently suggested that administration of Perseus Mining Limited, Ayanfuri, ought to energize the utilization of preparing, worker contribution in dynamic and occupation independence as types of representative strengthening technique.

The size of the help ought to be above and beyond to ensure achievement. Affectability to an expected abatement in profitability makes it simple to apply diverse worker strengthening methodologies inside the association. The general effect is improved authoritative execution since representative assurance is high and consequently increment execution.

Suggestions for Further Research

This examination depended on quantitative investigation, subsequently, the representatives couldn't portray the circumstance and clarify in detail the explanations for the appropriate responses that were given. Taking into account this soon, the blended technique (that is, both subjective and quantitative) strategies ought to be utilized. This will help the examination results to reach as the two strategies will supplement each other's shortcomings. This examination was completed in just one mining organization in Ghana. Further examinations can likewise participate in a relative report across other mining organizations in Ghana to survey the effect representative strengthening systems have on worker execution. Once more, ensuing analysts can investigate more factors to gauge the effect as this examination utilized just three representative strengthening factors; preparing, worker association in dynamic and occupation self-rule.

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APPENDICES

APPENDIX A: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Telephone: 03321 32440/32444 Ext. 219/220 UNIVERSITY POST OFFICE

Direct: 03321 37870 CAPE COAST, GHANA

Telegrams: University,

Cape Coast Telex:

2552, UCC, GH.



Dear Sir/Madam,

INTRODUCTORY LETTER FOR MR. ISAAC SUNYAN

The bearer of this letter is an MBA (Management) student with registration number SB/MGM/18/0016 in the Department of Management. Mr. Sunyan is writing his Dissertation on the topic **“THE INFLUENCE OF EMPLOYEE EMPOWERMENT ON EMPLOYEE PERFORMANCE AT PERSEUS MINING GHANA LTD, AYANFURI.”**

We would be grateful if you could assist him with the necessary information he may need for his research.

We appreciate your co-operation.

Yours faithfully,
Signed

Dr. Nicodemus Osei Owusu

HEAD

QUESTIONNAIRE

THE INFLUENCE OF EMPLOYEE EMPOWERMENT ON EMPLOYEE PERFORMANCE AT PERSEUS MINING LIMITED.

Dear Sir/Madam,

You have been randomly selected as a respondent in the above field survey which is being undertaken as part of an educational research in partial fulfilment of the award of the Master of Business Administration (Management) in the University of Cape Coast. Your cooperation in filling this questionnaire will ensure the success of the study. Please feel free in answering all the questions. The responses will be for academic purposes only and will be treated with utmost confidentiality.

Thank you

SECTION A: SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question tick [] on the space provided where necessary

1. Gender:

- a. Male [] b. Female []

2. Educational level

- a. SSS [] b. Diploma [] c. 1st Degree [] d. Professional [] e. 2nd Degree []

3. Age :

- a. 15-20 [] b. 20-39 [] c. 40-49 [] d. 50-59 []

4. Rank a. Junior [] b. Senior []

5. Years of Experience

- a. 1-5 yrs [] b. 6-10 [] c. 11-15 [] d. 16 and above []

SECTION B

Kindly indicate your *level of agreement* with each of the following statements that is set to examine the influence of employee empowerment on employee performance at Perseus Mining Limited, by **ticking** the appropriate number on the scale:

Key: SA=Strongly Agree, A=Agree N=Neutral, D=Disagree, SD=Strongly Disagree Where 5 = **Strongly Agree**, 4 = **Agree**, 3 = **Neutral**, 2 = **Disagree**, 1 = **Strongly Disagree**

TRAINING

Items		SA	A	N	D	SD
		5	4	3	2	1
1.	My training needs were assessed before I attended the training programmes					
2.	The training programmes were appropriate to my competency needs					
3.	Facilitators for the training programmes were competent and delivered to my expectation.					
4.	I am satisfied with the time interval between the various training programmes					
5.	I am satisfied with the overall training programmes					
6.	After the training programmes I obey the statutory administrative					

	regulations in performing Departmental duties					
7.	Due to the training programmes, Departmental documents I draft contain little or no errors.					
8.	My problem-solving skills related to my job have improved due to the training programmes					

EMPLOYEE INVOLVEMENT

No	Statements	1	2	3	4	5
1	Management at my workplace directly consult trade union representative on changes in staff levels					
2	The union at my workplace really tries to cooperate with management					
3	The management in my organization consult the trade union on changes in work processes.					
4	Management should cooperate more closely with the union and consult them on redeployment of staff					
5	Unions should fight really hard when employee interests are threatened					
6	The union at my workplace fights really hard for pay and condition of work of the members					
7	I feel loyal to my union					
8	I trust the union leadership style to keep their promises to me and other union members					
9	The leadership of my union has a political					

	agenda that I don't share					
10	I believe my salary is fair for my responsibility					

JOB AUTONOMY

No	Statements	1	2	3	4	5
1	The job allows me to make my own decisions about how to schedule my work.					
2	The job allows me to decide on the order in which things are done on the job.					
3	The job allows me to plan how I do my work.					
4	The job gives me a chance to use my personal initiative or judgment in carrying out the work.					
5	The job allows me to make a lot of decisions on my own.					
6	The job provides me with significant autonomy in making decisions.					
7	The job allows me to make decisions about what methods I use to complete my work.					
8	The job gives me considerable opportunity for independence and freedom in how I do the work.					

EMPLOYEE PERFORMANCE

No	Statement	1	2	3	4	5
1	The reward packages motivate me to be a delight to customers.					
2	I perform my work to the expected standards.					
3	The rewards in my organisation influence me to avoid unnecessary lateness and absenteeism.					
4	I have complete knowledge and understanding of my tasks.					
5	I have the required level of motivation to perform the task with minimum will and efforts.					
6	I can manage my time and allocate resources effectively.					
7	I can make snap judgments with limited information.					
8	I can judge a given work situation and respond to it.					
9	The rewards packages influence me to show loyalty to the company					
10	Resources needed for the proper functioning of the organisation are always available					

Thank you for your cooperation