

## **An Empirical Study on Employee Empowerment Role in Increasing Efficiency of Employee Performance**

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**Abstract.** The purpose of current study is to investigate the role of employee empowerment (Delegation, Engagement, Trust, Communication and Motivation) in increasing efficiency of employee performance within State Audit Bureau of Kuwait. For that sake, quantitative methodology was employed, and (243) questionnaires were distributed on a sample from human resource department in State Audit Bureau of Kuwait. SPSS was used to tackle and analyze gathered primary data; results of study indicated the acceptance of the main hypothesis which argued that employee empowerment has the ability to increase efficiency of employee performance with  $R= 0.901$  and explaining 81.1% of the variance. Study recommended providing career development opportunities and giving employees the chance to take on new responsibilities, take on special projects and participate in professional development courses. Also, arrange for employees to participate in exchanges or internships at other audit bureaus to obtain new perspectives and broaden their experiences. Further recommendations were presented in the study. The study had both practical and theoretical implications, as for practical implications, the study revealed that empowered employees tend to be more engaged, motivated, and committed to their work. As a result, they may perform their job duties with greater efficiency and effectiveness, leading to improved productivity and quality of work. As for the theoretical implications, it was seen through study that investigating the relationship between employee empowerment and performance can provide insights into social exchange theory, which suggests that employees who feel valued and empowered are more likely to reciprocate with high levels of performance and commitment. As a theoretical contribution, study revealed that empowerment is a key component of self-determination theory, which suggests that individuals are motivated by a desire to fulfill their basic psychological needs for autonomy, competence, and relatedness. Investigating the relationship between empowerment and performance can help to further understand this theory and how it can be applied in the workplace. The practical contribution saw that empowered employees tend to be more engaged, motivated, and committed to their work. As a result, they may perform their job

duties with greater efficiency and effectiveness, leading to improved productivity and quality of work.

**Keywords:** employee empowerment, delegation, engagement, trust, communication, motivation, efficiency, performance

## 1. Introduction

According to García-Juan et al (2019), the relationship between empowerment and employee performance is a positive one. When employees feel empowered, they are more likely to take ownership of their work, push themselves to exceed expectations, and contribute to a company's success. Empowerment can boost performance in a variety of ways, from giving employees a greater sense of control over their work to increasing collaboration and problem-solving (Choi, 2020).

Malik et al (2021) noted that having access to decision-making and a forum to voice ideas can foster collaboration and help employees feel valued and appreciated. Employee empowerment provides workers with the authority and resources to make their own job-related decisions. This instills confidence and encourages crews to think of innovative solutions. As a result, the quality of their work improves, leading to higher performance and output.

Lastly, from Al-Omari et al (2020) perspective, implementing an employee empowerment strategy can cultivate an environment of trust. When managers delegate authority to their team, they demonstrate trust in them. This encourages employees to take on a greater share of the workload and take on new challenges. It also leads to greater job satisfaction, which can also improve performance.

The literary gap in investigating the role of employee empowerment in increasing efficiency of employee performance would refer to a lack of research or available literature on the specific topic. In other words, it would suggest that there is a gap in the existing body of knowledge when it comes to understanding the relationship between employee empowerment and its impact on employee performance (Raudeliūnienė, 2022; Albloush et al, 2022).

Possible reasons for such a gap could include a lack of interest or attention given to this specific topic in previous studies, limitations in research methodologies, or simply a lack of research conducted on this particular aspect of employee performance.

To bridge this gap, current study aimed at exploring the role of employee empowerment (Delegation, Engagement, Trust, Communication and Motivation) in increasing efficiency of employee performance within State Audit Bureau of Kuwait.

The State Audit Bureau of Kuwait is the national independent external auditing authority and is presided over by a Chairman and two members appointed by the Emir of Kuwait. The Bureau is mandated to audit the state's financial accounts,

including government ministries, military and security forces, as well as public, legal and private entities operating in Kuwait (Abdullah et al, 2019). The Bureau's mandate also includes applying international auditing standards to ensure that public resources and investments are appropriately managed, and that financial records are accurate and up-to-date. The purpose of state auditing is to promote transparency and accountability within the public sector, providing assurance and advice on the effective, efficient and economical use of resources, as well as evaluating compliance with regulatory requirements (Alhamidah, 2020).

## **2. Literature Review**

### **2.1. Employee empowerment**

According to Vu (2020), employee empowerment is an organizational strategy focused on increasing the capacity of individual employees to make decisions and take initiative in their daily work. By empowering employees to make choices, employers are able to create a culture of trust and collaboration that rewards individual initiative and innovation (Nouri and Mousavi, 2020). Tampi et al (2022) noted that employee empowerment also involves creating a workplace environment that values each employee's unique strengths and capabilities. As such, decisions can be made at the individual level, and employees are encouraged to be active and engaged participants in their work environment. By creating an environment of trust and empowerment, employers can foster meaningful relationships among their employees and create a greater sense of loyalty and motivation (Gözükara et al, 2019).

Hulshof et al (2020) defined employee empowerment as the process of enabling and encouraging employees to take initiative and make decisions that help shape the direction of their work, either individually or as part of a team. Yin et al (2019) saw employee empowerment as the act of giving employees the tools, knowledge, and authority to use their skills and capabilities to make decisions on their own in their organizations. While Turner and Turner (2020) defined it as a strategy that encourages and allows employees to have control over their work and impact decisions within the company resulting in increased autonomy, job satisfaction, and improved performance.

Rahmi et al (2020) and Hewagama et al (2019) argued that there are many types of employee empowerment, it includes sharing Information with employees is an essential element of empowerment. Irnawati and Prasetyo (2020) argued that employee empowerment is based on encouraging employees to take responsibility for their decisions and act on them. In addition to that, employee empowerment according to Khan and Ullah (2021) is based on autonomy, meaning that when employees have the autonomy to make their own decisions without feeling

restricted by their bosses, they are more likely to take initiative and become involved in their work.

AlKahtani et al (2021) presented other types of employee empowerment that included:

- Resource Allocation: Giving employees access to the right resources to help them accomplish tasks efficiently and effectively is a great way to foster a sense of empowerment.
- Encouragement: Recognizing employees for their efforts and providing verbal and/or financial rewards will make them feel appreciated and valued.
- Communication: Promoting two-way communication between employees and management is essential to build trust and foster empowerment.
- Accountability: Creating and adhering to policies and procedures that ensure accountability for all members of the team can help foster an empowered work environment.

## **2.2. Elements of employee empowerment**

### **2.2.1. Delegation**

Employee delegation is the practice of assigning certain tasks or responsibilities to other people. It is a process of assigning authority or responsibility to a subordinate employee to perform a particular job-related task (Badjie, 2021). The act of delegation can be beneficial to businesses as it allows employees to take on new responsibilities while freeing up the manager's time. It also allows businesses to better utilize their resources, as the tasks being delegated are carried out more quickly and efficiently by those who specialize in that area. The success of employee delegation depends on how the manager delegates tasks and how closely the employee monitors the task's progress. Delegation has proven to lead to improved performance by giving employees more freedom (Vu, 2020).

### **2.2.2. Engagement**

Employee engagement is the emotional connection an employee feels to their job and their employer. Employee engagement is often measured by employee surveys and is essential for employee productivity and performance (Tao et al, 2022). High levels of employee engagement can lead to higher levels of job satisfaction, job performance, and even reduced turnover (Abun et al, 2021). Ultimately, employee engagement translates into a competitive advantage for an organization as engaged employees are more likely to be motivated, devoted to their jobs, and willing to go the extra mile in order to contribute to their employer's success (Engidaw, 2021).

### **2.2.3. Trust**

Employee trust is a mutual belief between employees and employers that employees will do what is expected of them and employers will look out for their employees' best interests. When there is trust between an employer and its employees, employees are more likely to be engaged and motivated, boosting morale, productivity and performance (Baird et al, 2020). Employee trust helps to create an environment of respect and understanding between employers and employees, which can lead to higher job satisfaction and performance (Ma et al, 2021).

### **2.2.4. Communication**

Employee communication is the process of exchanging information, ideas, and messages between employees, management, and other external stakeholders. It is an integral part of organizational culture and performance (Ezeanolue and Ezeanyim, 2020). Effective employee communication can build trust, encourage collaboration, and create a sense of connection and inclusion in the workplace. It can also improve employee performance by providing them with the necessary information, motivation, feedback, and guidance to do their jobs adequately. Poor employee communication can lead to lower productivity, conflict, and a decrease in morale (Bekirogullari et al, 2019).

### **2.2.5. Motivation**

Employee motivation is the drive or force within an employee that causes them to work hard and strive to achieve their goals (Paais and Pattiruhu, 2020). It is a key factor in how well an employee performs their job, as having a positive attitude and willing to go the extra mile can have a positive impact on their work and the overall performance of their team and the organization (Atapattu and Huybers, 2022). Motivation can come from a variety of sources, including recognition, incentives, challenging tasks, competitive environments, and working towards a purpose. Creating a supportive and encouraging work environment can help to foster a motivated workforce (Sweis et al, 2019).

## **2.3. Efficient performance**

According to Belussi et al (2019), efficient performance in organizations is defined as performance improvement that adds value while minimizing waste and maximizing the desired output. Anwar and Abdullah (2021) argued that efficient performance is characterized by using minimal inputs to achieve the desired outcomes and getting the most out of each resource used. Efficiency means performing processes and activities more effectively and economically with fewer resources and in a shorter time scale (Yan et al, 2020). This can be accomplished through innovative operational and organizational practices, careful budgeting, streamlining of processes, increased automation and effective communication (Ngwa et al, 2019).

An efficient employee is one who is consistently able to meet or exceed goals in a timely manner with a minimum of resources. They are reliable, organized, and take initiative to get their work done (Pahos and Galanaki, 2019). They also effectively collaborate with their peers and display the ability to make decisions with confidence and integrity (Sugiarti et al, 2021).

## **2.4. Related studies**

Tampi et al (2022) examined the impact of influences such as information technology users, employee empowerment, and work culture on employee performance at the Ministry of Law and Human Rights Regional Offices of Riau Islands province. It reports that IT users, empowerment, and work culture significantly improved employee performance. A significant effect of information technology use on employee performance was also found. Furthermore, interactions between the three factors were found to have a diminishing effect on employee performance. The findings suggest that achieving the best performance results requires a well-balanced combination of information technology use, employee empowerment, and work culture.

Andika and Darmanto (2020) examined the impact of employee empowerment and intrinsic motivation on employee performance and organizational commitment. It argues that when employees have a sense of autonomy in the workplace and are intrinsically motivated, this leads to increased organizational commitment and improved performance. The study concludes that empowering employees through trusting relationships and providing incentives that reward intrinsic motivation can enhance organizational commitment and ultimately performance.

Baird et al (2020) examined how employee empowerment affects the quality of performance appraisals and performance. Through a review of prior research, it is found that employee empowerment is associated with better performance appraisals and higher performance. Implementing an empowered approach to management can help organizations create high-quality performance appraisals, which can in turn foster higher levels of performance among employees.

Abualoush et al (2018) explored how knowledge management and information systems can act as an intermediary between employee empowerment and employee performance. It suggests that employee empowerment has a positive effect on knowledge management, which in turn has a positive effect on information systems, and that this ultimately leads to increased performance in a business setting. The article also acknowledges that more research is needed to better understand the relationships between the variables.

Rahmi et al (2020) focused on the effects of leadership, empowerment and motivation styles on work discipline and employee performance in Sungai Kunjang Subdistrict, Samarinda City. The results of the study show that leadership, work empowerment and motivation have positive effects on work discipline and

employee performance. Leadership style has a strong effect on employee performance, while motivation and empowerment have a moderate to strong effect on work discipline. The study also suggests that further research should be conducted to examine the relationships between different leadership, motivation and empowerment styles and employee performance.

Shah et al (2019) examined the relationship between psychological empowerment and employee attitudinal outcomes, finding that psychological capital (PsychCap) has a key role to play as a mediator. The article then suggests that organizations should strive to create work environments which empower employees by improving their knowledge and skills, and also by building their PsychCap. This in turn should lead to improved employee attitudes such as job satisfaction and organizational commitment.

Based on above literature review and related studies, researcher developed the following model in order to highlight the relationship between variables and extract study's hypotheses:

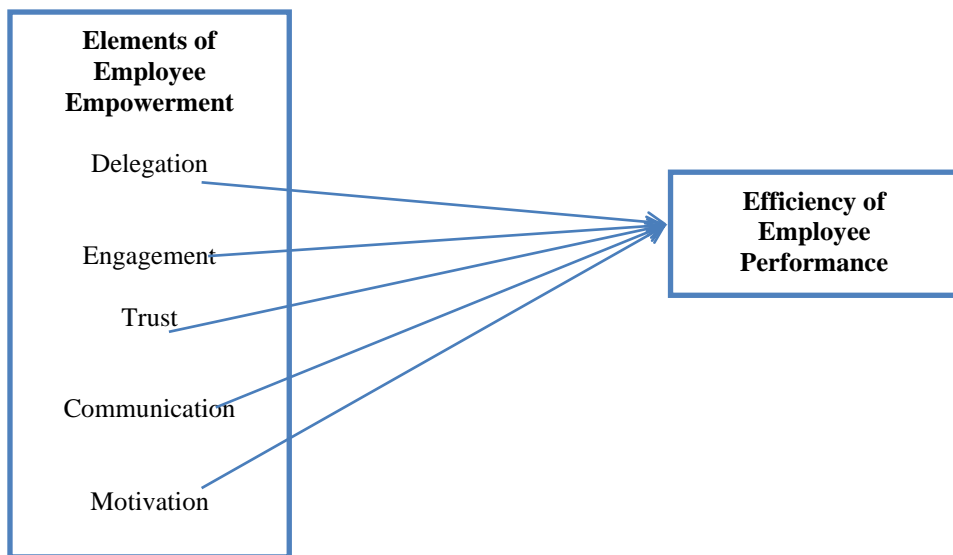


Fig. 1: Research Model (Vu, 2020; Baird et al, 2020; Lassoued et al, 2020)

**Main Hypothesis:**

H: Elements of employee empowerment have statistically significant influence on the efficiency of employee performance

**Sub-Hypotheses:**

H1: Delegation has statistically significant influence on the efficiency of employee performance

H2: Engagement has statistically significant influence on the efficiency of employee performance

H3: Trust has statistically significant influence on the efficiency of employee performance

H4: Communication has statistically significant influence on the efficiency of employee performance

H5: Motivation has statistically significant influence on the efficiency of employee performance

### **3. Research Methodology**

#### **3.1. Methodological approach**

Current study adopted the quantitative approach in order to collect the needed primary data that are usable for reaching main aim of study. Quantitative approach is defined as a systematic process that involves the collection and analysis of numerical data (Moraga et al, 2020). This is done through the application of standardized research methods, such as surveys, experiments, and statistical analysis, in order to determine correlations and trends among multiple variables. Quantitative research typically yields quantifiable results, which means it can be empirically tested and verified. This method is commonly used in the social sciences, as well as in business and economics (Stockemer, 2019).

#### **3.2. Population and sample**

Population of study consisted of all human resources employees within State Audit Bureau of Kuwait forming (1300) employee, a convenient sample of (297) individuals were chosen to represent population of study. After application process, researcher was able to retrieve (243) properly filled questionnaires which indicated a response rate of (81.8%) as statistically accepted.

#### **3.3. Tool of study**

A questionnaire was adopted to be the main tool of study, the questionnaire consisted of two main sections, the first took into perspective demographics of study sample (gender, age, education and experience); while the second section presented statements related to study sub-variables as in the following table 1.

Table 1: Distribution of statements on variables

Variables	Number of Statements
Elements of Employee Empowerment	
Delegation	6
Engagement	6
Trust	6
Communication	6
Efficiency of Employee Performance	9



### 3.4. Statistical processing

Statistical Package for Social Sciences (SPSS) was used in order to screen and analyze collected primary data. Cronbach's Alpha test was employed in order to test the reliability and consistency of study tool and Alpha = 0.948 was higher than 0.70 presenting the tool as reliable and consistent.

Other statistical tests used in current study included:

- Mean and standard deviation
- Frequency and percentages
- Multiple and linear regression

## 4. Results and Discussion

### 4.1. Demographics

In Table 2 below, frequency and percentages of sample demographics were calculated, the table indicated that majority of respondents were males forming 65% of study, who held MA degree forming 74.1% of total sample and who had an experience of 10-13 years forming 39.1% of the total sample.

Table 2. Demographics

	f	%
Gender		
Male	158	65.0
Female	85	35.0
Education		
BA	13	5.3
MA	180	74.1
PhD	50	20.6
Experience		
2-5	29	11.9
6-9	88	36.2
10-13	95	39.1
+14	31	12.8
Total	243	100.0

### 4.2. Questionnaire analysis

Descriptive statistics of questionnaire statements were presented in mean and standard deviation, as it was seen in table 3 below, all of variables and statements were well-received as they scored a mean higher than mean of scale 3.00. In terms of variables, it was seen that the highest mean was scored by engagement with mean of 4.21/5.00 compared to the least variable which scored a mean of 4.01/5.00 as delegation. Going deeper into analysis, it was seen that also all statements were well received as they all scored mean that was higher than scale 3.00, the highest mean was scored by the statement articulated "Organizations that invest in their employees' engagement reap the benefits of increased productivity, improved

customer satisfaction, and higher levels of employee retention" 4.28/5.00 compared to the least statement "Trust will not exist without the feeling of safety" with mean of 3.90/5.00 but still positive as it was higher than mean of scale.

Table 3: Questionnaire Analysis

Statement	Mean	Std. Deviation
Effective delegation of tasks allows efficient use of time and energy.	4.09	.79
Empowering employees to take on delegated tasks creates an environment of trust and responsibility.	3.44	1.26
Delegating tasks encourages employees to develop new skills, increasing their job satisfaction.	4.19	.73
By delegating, managers can use their time more effectively to focus on strategic initiatives.	4.17	.82
Accountability for delegated tasks should be clearly communicated to employees.	4.27	.81
Check-ins and feedback should be established with employees to ensure successful completion of delegated tasks	3.93	1.06
Delegation	4.01	.64
Employee engagement helps foster a positive work environment and leads to increased job satisfaction and commitment from employees.	4.24	.75
Engaged employees are motivated to help their company succeed	4.12	.78
Employee engagement activities help build relationships and a sense of community within the workplace	4.25	.72
Employee engagement allows for more creativity and innovation within the organization	4.12	.78
Involving employees in decision-making leads to higher employee engagement	4.23	.75
Organizations that invest in their employees' engagement reap the benefits of increased productivity, improved customer satisfaction, and higher levels of employee retention	4.28	1.01
Engagement	4.21	.60
Employees must feel comfortable in their work environment.	4.10	.89
Employers must be clear and consistent in their communications.	4.24	.79
Employers must demonstrate and reinforce open and honest dialogue among their employees.	3.93	.86
Trust will not exist without the feeling of safety.	3.90	.80
Employers must support and foster an environment of innovative ideas, suggestions and feedback.	3.99	.90
Employees must be given the resources, training, and tools required to effectively do their jobs.	3.99	.76
Trust	4.03	.57
Establishing clear lines of communication can help ensure employees have the information they need to do their job properly	4.21	.79
Regular feedback should be given to employees about the quality of their work	4.14	.78
Employees should be offered opportunities to provide their input and feedback	4.06	1.03

It is important to provide employees with training and support on how to effectively communicate with customers	4.15	.88
Having effective employee communication can help to reduce miscommunication and improve employee morale	4.11	.89
Regular team meetings and updates can help to ensure that all employees stay aligned towards the same goals	4.12	.87
Communication	4.13	.67
Celebrate small wins to keep motivation high.	4.13	.96
Encourage employees to take ownership of their work.	4.21	.82
Offer recognition and rewards for individual and team successes.	4.14	.81
Provide opportunities for professional development and growth.	4.02	1.06
Create an atmosphere of trust and camaraderie.	4.11	.93
Allow employees to have a voice and contribute their ideas.	4.09	.92
Motivation	4.12	.68
Improved performance implements greater clarity of role expectations and responsibilities.	4.14	.84
Efficient performance motivates employees to take ownership of development and training activities that increase individual performance.	4.19	.90
Developed performance Imposes regular performance reviews for all employees to ensure maximum performance standards.	4.25	.74
Well-built performance monitors and assess the development needs of each individual employee and ensure that needs are met promptly.	4.12	.83
Efficient performance creates clear and achievable performance objectives and targets to work towards.	4.08	.99
Empowerment provides constructive feedback after every task to ensure performance improvements.	4.16	.85
Empowered employees are rewarded when they meet specific performance goals or objectives.	4.09	.90
Efficient performance creates a positive working environment with open communication and trust to foster positive work attitudes.	4.08	.91
Efficiency	4.14	.57

### 4.3. Multicolleniarity test

In order to check for multicollinearity, VIF and Tolerance calculations were done on the independent variables. The following outcomes were observed as a result of these calculations:

Table 4. Multicolleniarity

Variable	Tolerance	VIF
Delegation	.494	2.023
Engagement	.390	2.567
Trust	.324	3.090
Communication	.523	1.911
Motivation	.532	1.881

The fact that all of the VIF values in the aforementioned table are less than 10 and all of the Tolerance values are more than 0.10 is evidence that there is no multicollinearity present in the data. (Gujarati & Porter,2009)

#### 4.4. Hypotheses testing

H: Elements of employee empowerment have statistically significant influence on the efficiency of employee performance

Table 5. Hypothesis testing coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square
		B	Std. Error	Beta				
1	(Constant)	.179	.130		1.383	.168	0.901	0.811
	Delegation	.077	.036	.087	2.158	.032		
	Engagement	.089	.043	.094	2.077	.039		
	Trust	.228	.049	.230	4.642	.000		
	Communication	.332	.033	.393	10.059	.000		
	Motivation	.239	.032	.285	7.371	.000		

The aforementioned hypothesis was put to the test with the help of multiple regression, and the results showed that the F value of 203.414 was significant at the 0.05 level. This indicated that (Elements of employee empowerment have statistically significant influence on the efficiency of employee performance). In addition, it was discovered that  $r=0.901$  indicated a **strong level of correlation**, and the independent variables explain **81.1%** of the variation in the variable that was being studied (the dependent variable).

The t-values for all of the variables were statistically significant at the 0.05 level, as can be seen in the table of coefficients; this indicated that:

1- Delegation has statistically significant influence on the efficiency of employee performance, since t- value =2.158 is significant at 0.05 level

2- Engagement has statistically significant influence on the efficiency of employee performance, since t- value =2.077 is significant at 0.05 level

3- Trust has statistically significant influence on the efficiency of employee performance, since t- value =4.642 is significant at 0.05 level

4- Communication has statistically significant influence on the efficiency of employee performance, since t-value =10.059 is statistically significant at the 0.05 level and has the greatest influence on the efficiency of employee performance (as measured by  $\beta=0.393$ ).

5- Motivation has statistically significant influence on the efficiency of employee performance, since t- value =7.371 is significant at 0.05 level

## 4.5. Discussion

The current study aimed at exploring the influence of employee empowerment (Delegation, Engagement, Trust, Communication and Motivation) on efficiency of employees' performance. Quantitative approach was adopted, and a questionnaire was utilized and distributed on a sample of (243) human resources employees within State Audit Bureau of Kuwait. SPSS was used in order to screen and analyzed gathered primary data, results of study were:

- Human resource employees within State Audit Bureau of Kuwait appeared to be aware of empowerment and its influence on their performance
- The level of empowerment in State Audit Bureau of Kuwait appeared to be satisfactory

Results of study and hypothesis testing accepted the main hypothesis which argued that employee empowerment has a statistically significant influence on efficient employee performance; study indicated through its results that empowerment can lead to better performance by providing employees with the necessary autonomy and resources to pursue the goals of their position. With the right amount of flexibility and support, employees will be better equipped to do their job and flourish professionally. Empowerment can also boost employee morale and satisfaction, thus leading to improved performance. When employees feel respected and appreciated, they are more likely to go the extra mile and take initiative in their roles. Lastly, empowerment can also strengthen communication and collaboration among coworkers, creating more constructive working relationships that can ultimately benefit the overall performance at a workplace. Such results agreed with previous results which came along with García-Juan et al, (2019); Choi, (2020); and Malik et al, (2021)

### *Delegation influences the efficiency of employee performance*

Employee delegation and employee performance have a direct correlation. When a manager provides clear expectations and employees are allowed to delegate some decisions and tasks to achieve that goal, they will contribute positively to performance and create an efficient work process. Employees are empowered to take initiative and responsibility, and when given the opportunity, will often excel in their job. This agreed with Badjie, (2021).

### *Engagement supports efficiency of employee performance*

Results of study indicated that employee engagement is positively correlated with employee performance. When employees feel connected to their work, their company, and their teams, they are more likely to be invested in their work and become more engaged and productive. When employees are engaged, they are more likely to be productive, committed, and motivated. This agreed with Tao et al, (2022) and Abun et al, (2021) who argued that employee engagement is linked to higher customer satisfaction, employee retention, and overall organizational performance.

*Trust has significant influence on efficiency of employee performance*

Employee trust has a strong and significant effect on employee performance. High employee trust leads to increased motivation, commitment, cooperation, and loyalty, all of which ultimately results in improved employee's performance. When employees trust their employer, they are more likely to go above and beyond their job duties, take initiative and take risks, which leads to higher performance. When employees trust their employer, they are more likely to have clear communication and be open to feedback, which leads to better performance which agreed with Baird et al, (2020) and Ma et al, (2021).

*Communication can be influential on the efficiency of employee performance*

Employee communication is an essential factor in successful employee performance because it helps to create a work environment that is conducive for employees to do their best. Effective employee communication is essential for employees to understand their roles better, be aware of company goals, make informed decisions, and gain the trust and confidence of each other. Moreover, it is necessary for creating an atmosphere of collaboration and teamwork, which is important for successful performance and for building a sense of community within the organization as appeared earlier by Ezeanolue and Ezeanyim, (2020).

*Motivation encourages efficiency of employee performance*

Employee motivation is one of the key influences on employee performance. Motivated employees are more likely to perform longer and better, be more productive, display higher morale and satisfaction, and display more innovative behavior than their unmotivated counterparts. Motivated employees also tend to be more creative and willing to take on challenges and risks that their less-motivated colleagues may not be willing to tackle.

Study concluded that employee empowerment is a situation wherein employees are provided with the autonomy and authority to make decisions that impact their work. It is a cornerstone of successful organizations because it increases employee engagement, motivation, and job satisfaction, which all result in improved employee performance. When employees are empowered, they are more likely to take ownership of their roles and take action to meet the organization's goals with increased enthusiasm and commitment, agreeing with Atapattu and Huybers, (2022)

## **5. Conclusion**

In conclusion, employee empowerment is an action-oriented technique for improving employee performance, by giving employees more control over their work, allowing them to make decisions based on their knowledge, and showing them that their work is valued, they become more invested in the succeed of their organization. This leads to happier and more motivated employees, increased job satisfaction, and improved performance. By creating an environment of

empowerment, an organization can create a workforce that's willing to take initiative, assert its creativity, and take risks—all of which can increase efficiency and productivity.

Study was limited to the following:

1. Difficulty in assessing the relevance of the empowerment role and performance: It can be challenging to quantify the exact link between employee empowerment and performance, as many factors can and do play a role.
2. Time investment from Managers: Empowering role often requires a great deal of managerial time, as it entails the proactive effort of communicating expectations and proper training.
3. Compatibility with Company Culture: Empowerment is closely linked to company culture, as different organizations assign different levels of authority and trust to their employees. As a result, certain ideologies may obstruct the performance of employees, or encourage them to enter into unhealthy behaviors.
4. Safety Concerns: Taking a hands-off approach to things like safety policies can increase the risk of unnecessary harm to employees, making it important to balance safety with effectiveness.
5. Changes in Roles and Responsibilities: Empowerment often requires changes in the definitions of roles and responsibilities, which can be difficult to enact in some industries.

Based on previous analysis, discussion and conclusion, researcher recommended the following:

- Develop a goal-oriented culture through ensure that goals are realistic and measurable, and that they are regularly monitored and evaluated. Also, offer rewards and recognition when goals are achieved.
- Encourage team building, organize team activities and workshops to promote collaboration, communication and problem-solving, as well as recognize individual and team effort.
- Train and mentor employees and regularly provide training on pertinent topics such as auditing standards, best practices and new regulations so that employees can stay up to date. Also, assign mentors to help guide and motivate employees in their positions.
- Establish an internal awards program through setting up an awards system that recognizes employees for exceptional performance and dedication, and establish criteria for the awards system.
- Provide career development opportunities and give employees the chance to take on new responsibilities, take on special projects and participate in

professional development courses. Also, arrange for employees to participate in exchanges or internships at other audit bureaus to obtain new perspectives and broaden their experiences.

The investigation of the role of employee empowerment in increasing efficiency of employee performance has important contributions to both theory and practice.

*Theoretical Contributions:*

**Self-Determination Theory:** Empowerment is a key component of self-determination theory, which suggests that individuals are motivated by a desire to fulfill their basic psychological needs for autonomy, competence, and relatedness. Investigating the relationship between empowerment and performance can help to further understand this theory and how it can be applied in the workplace.

**Social Exchange Theory:** Investigating the relationship between employee empowerment and performance can provide insights into social exchange theory, which suggests that employees who feel valued and empowered are more likely to reciprocate with high levels of performance and commitment.

**Job Characteristics Theory:** The investigation of the role of employee empowerment in increasing efficiency of employee performance may also contribute to job characteristics theory, which suggests that certain job characteristics (such as autonomy and skill variety) can lead to increased motivation, satisfaction, and performance.

*Practical Contributions:*

**Improved Employee Performance:** Empowered employees tend to be more engaged, motivated, and committed to their work. As a result, they may perform their job duties with greater efficiency and effectiveness, leading to improved productivity and quality of work.

**Reduced Employee Turnover:** Empowering employees may also reduce employee turnover, as they feel more valued and invested in the company. This can result in cost savings associated with recruitment and training, as well as continuity of knowledge and expertise within the organization.

**Increased Innovation:** Empowered employees may also be more likely to generate new ideas and solutions, leading to increased innovation and competitive advantage for the organization.



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