EMPLOYEE EMPOWERMENT AND PROFITABILITY OF SELECTED QUOTED CONSTRUCTION COMPANIES IN LAGOS STATE, NIGERIA

Adekunle, O, S., & Akpa, V, O.

The Strategic JOURNAL of Business & Change MANAGEMENT

ISSN: 2312-9492 www.strategicjournals.com

Vol. 8, Iss. 2, pp 621 – 633. June 30, 2021. www.strategicjournals.com, ©Strategic Journals

EMPLOYEE EMPOWERMENT AND PROFITABILITY OF SELECTED QUOTED CONSTRUCTION COMPANIES IN LAGOS STATE, NIGERIA

[1] Adekunle, O, S., & [2] Akpa, V, O.

[1] Department of Business Administration and Marketing, School of Management Sciences, Babcock University, Ilishan-Remo, Ogun State, Nigeria

[2] Doctor, Department of Business Administration and Marketing, School of Management Sciences, Babcock University, Ilishan-Remo, Ogun State, Nigeria

Accepted: June 28, 2021

ABSTRACT

The construction industry worldwide is always viewed as the life wire of its respective economy and the Nigerian construction industry is no exception to this. Despite the construction management system in most Nigerian construction companies, the sector is characterized by inadequate documentation and ineffectiveness. Besides, the industry has witnessed an unprecedented decline in growth rate levels and a massive deficiency in market share. This could be attributed to the negligence of core professionals in charge of managing resources such as human capital and shallow knowledge about notable professionals in the industry. Therefore, this paper examined the effect of employee empowerment on profitability of selected quoted construction companies in Lagos State, Nigeria. A cross-sectional survey research design was utilized for this study. Primary data was sourced using a structured and self-administered questionnaire. The study population was 6798 (Julius Berger – 1893, RCC – 1387, Arbico – 1226, CCECC -1405, Elalan - 887). The sample size of 364 was determined using the Roasoft Sample Size Calculator. The hypothesis formulated was tested using the simple linear regression analysis. The finding revealed that that there is a positive and significant effect of employee empowerment on profitability of selected quoted construction companies in Lagos State, Nigeria ($β = 0.254$, $t = 4.369$, $R = 0.220$, $R^2 = 0.048$, $p < 0.05$). The study therefore concluded that employee empowerment plays an important role in influencing performance. The study therefore recommended that construction companies should engage in adequate employee empowerment to improve the productivity level of their organization.

Keywords: *Employee Empowerment, Profitability, Construction Companies*

CITATION: Adekunle, O, S., & Akpa, V, O. (2021). Employee empowerment and profitability of selected quoted construction companies in Lagos State, Nigeria. *The Strategic Journal of Business & Change Management,* 8 (2), 621 – 633.

INTRODUCTION

The construction industry worldwide is always viewed as the life wire of its respective economy (Teslya, Cherepovitsyn, Vyboldina, Fedoseev, & Kozmenko, 2016), and the Nigerian construction industry is no exception to this. Its contribution ranges from the provision of goods and services to the provision of buildings and other facilities, providing its labour force with job opportunities and, at the same time, making an enormous contribution to the Gross Domestic Product (GDP). Among other reasons, the contribution of the Nigerian construction industry is still to be compared to those of the western world, such as the UK and Australia, due to its changing existence (Tunji-Olayeni, Mosaku, Oyeyipo & Afolabi, 2018). The construction industry had witnessed a tremendous rise in the number of companies since the civil war. Still, statistics show that the rate of failure and decline in the profitability level of the construction companies in Nigeria, compared with other industries, records one of the highest bankruptcy rates (Akinradewo & Aigbavboa, 2019).

Despite the construction management system in most Nigerian construction companies, the sector is characterised by inadequate documentation and ineffectiveness (Olutuase, 2019). Besides, the industry has witnessed an unprecedented decline in growth rate levels and a massive deficiency in market share (Ogandi, 2019). This has been attributed to the negligence of core professionals in charge of managing resources such as human capital and shallow knowledge about notable professionals in the industry.

Due to poor relations with employees, there is a failure in cooperation with organisational heads to drive performance improvements. Instead, there has been a constant movement of employees from one organisation to another, making it very difficult and challenging to record positive changes in their performance (Ameh & Daniel, 2017). This has reduced the organisation's growth rate and sustainability as the employees are not giving their best input. There is high employee turnover accompanied by low employee retention (Sawithri, Nishanthi & Amarasinghe, 2017).

It is becoming increasingly clear that the pillar for organizational development is not management but employees who do the work. Without involving human knowledge, skills and behavior, advancement in technology, organizational processes and structures are unlikely to yield long term benefits to the organization. Managing the human resource is therefore very paramount in an organization, In managing employees, most organizations not only make decisions on what to do and how to do it, but they also need to involve the employees the decision making process and determine their reactions towards the decisions made. In this regard, the role of human resource management is moving from the traditional configuration and control approach to a more strategic one of employee empowerment (Muthoni, 2014).

Empowered employees see themselves as more effective in their work, they see themselves as innovative and show less fear of trying something new. Empowered employees are transformational in their leadership ability (Quinn & Spreitzer, 1997). Similarly Lawson (2001) argues that when an organization allows its employees to think independently and assist the company, they (employees) respond with increased work effort and greater efficiency. Organisations should therefore continually strive to be effective, successful and to be more productive and profitable in a constantly changing environment. They need the employees to be able to achieve organizational goals and these employees need to be well equipped, be trained well, and be able to work autonomously, adapt to this changing environment and develop their skills and knowledge base. Therefore the organization and employees are interlinked and one or the other cannot be studied as an entity on its own.

Today, employee empowerment is one of the primary causes of quality improvement in the work place (Hodgetts & Hegan, 2008). Empowerment is a process of enabling an individual to think, behave, take action, control work and decision making in an autonomous way (Cardy & Leonard, 2011). It allows employees to work independently and become initiative and creative, therefore bringing an innovative culture in an organization. Mullins (1993) suggested that by empowering staff through the organization structure, every employee will have the power to be innovative and ensure performance is good. The benefits that can be derived from empowerment include employee commitment, quality products and services, efficiency, quick responsiveness and customer satisfaction (Lynn & Susan, 2003). Effective management requires that empowerment be sincere accompanied by relevant information for the employees to carry out their tasks.

LITERATURE REVIEW

Employee Empowerment

Empowerment has appeared as a central theme in management and leadership practices to help organisations achieve their goals and become more competitive (Ramesh and Kumar, 2014). It is based on the idea that enabling employees to perform their duties freely will help in creating an organisational environment based on satisfaction, motivation and responsibility (Obayes, 2014). Empowerment can be regarded as one of the modern mechanisms that can be used to manage human resources and make full use of their capabilities, which can positively affect employees' motivation and innovation to achieve the organisation's objectives (Al-Magableh and Otoum, 2014). Also, employee empowerment positively affects the organisation's overall performance (Dabo & Ndan, 2018). Alipour et al. defined empowerment as a capital of motivation and knowledge that can do everything excellently.

Employee empowerment refers to collecting the required capacity in employees to create added value in their organisational roles and responsibilities effectively and efficiently (GanjiNia, Gilaninia & Sharami, 2013). Employee empowerment encompasses the enlargement of an employee's job duties by giving them the Independence and authority of decision-making about their own job without the approval of their immediate supervisor (Elnaga & Imran, 2014). Employee empowerment gives employees a certain degree of autonomy and responsibility for decision-making about their specific organisational tasks (Dobre, 2013). It allows decisions to be made at the lower levels of an organisation where employees have a unique view of the organisation's issues and problems at a certain level.

Empowerment is a fundamental and important aspect for achievement, productivity, and growth rate in any business (Hunjra, UlHaq, Akbar, & Yousaf, 2011). Employee empowerment is regarded as a motivational practice that aims to increase performance by increasing participation and involvement in decision making. It is mainly concerned with developing trust, motivation, participating in decision-making, and removing any employee and top management (Meyerson & Dewettinck, 2012). Empowerment is the mechanism of giving an employee the authority to decide and is often allied with the distribution of responsibility from managers to other employees (Saif & Saleh, 2013). Empowerment was defined earlier as providing an organisation's employees with authority to deal with matters related to their daily job activities (Huxtable, 1994).

By empowerment, the employees are motivated and enthusiastic about utilising their skills, abilities and creativity by accepting accountability for their work. Employee empowerment only occurs when employees are well trained, provided with all the appropriate and relevant information and the best possible tools, fully involved in key decisions, and are fairly rewarded (Rathore, 2015). When employees are empowered, their confidence degree and self-reliance will increase. Empowerment also helps create autonomy for employees, allows the sharing of responsibility and power at all levels, builds employee self-esteem and energises the workforce for better performance.

This extra confidence and autonomy are good because they create job satisfaction and high productivity levels, which is good for an organisation (Kumar & Kumar, 2017).

The advantages of employee empowerment were reported in the literature. For instance, Jacquiline (2014) stated that empowered employees are likely to develop feelings of motivation that will help them to gain authority and control and apply the crucial knowledge and skills for dealing with customer needs. As the empowerment programme aims to give power and authority to employees through managers to share the responsibility with them, this will eventually help empowered employees in improving their recognition and status. Such employees would develop positive thinking and do their best to perform well (Wadhwa & Verghese, 2015). Moreover, Ripley and Ripley (1992) demonstrated that empowerment could increase the motivation of employees in doing routine work, improves their job satisfaction, enhances their loyalty and productivity, and reduces the turnover intentions among them.

According to Al-edenat and Alhawamdeh (2018) the disadvantages of employee empowerment includes: misuse of the newly acquired power by the employees; managers may not want to divide power with someone they look down upon; managers afraid of losing their jobs and special privileges in the system. Empowerment is for team workers - employees that do not value team success are likely to be disinterested or even resist. Some employees may not be (Anindita & Seda, 2018).

Given the above, the researcher defines employee empowerment as giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organisational tasks.

Profitability

Profit is an excess of revenues over associated expenses for activity over some time. Profit is not just the reward to owners, but it is also related to other segments of society. Profit is the yardstick for judging the economic and managerial efficiency and social objectives (VanHome & Wachowicz, 2005). Profitability is the ability of a company to use its resources to generate revenues in excess of its expenses. In other words, this is a company's capability of generating profits from its operations (Trivedi, 2010). Profitability is the ability of a business to earn a profit. A profit is what is left of the revenue a business generates after it pays all expenses directly related to the generation of the revenue, such as producing a product and other expenses related to the conduct of the business activities (Tulsian, 2014). Profitability means ability to profit from all the business activities of an organisation, company, company, or enterprise. It shows how efficiently the management can profit by using all the available resources (Etale, 2016).

Profit is an absolute term, whereas profitability is a relative concept. However, they are closely related and mutually interdependent, having distinct roles in business. Profit refers to the total income earned by the enterprise during the specified period, while profitability refers to the operating efficiency of the enterprise. The enterprise can profit on sales and the ability of the enterprise to get sufficient return on the capital and employees used in the business operation (Khan & Jain, 2003). Aliet (2012) indicated that profitability is defined as an income generated in the business, which is calculated by subtracting the expenses from the revenue. He further indicated that the word profitability emanates from the word profit denoted by the Greek letter n. This is defined as the difference between the total revenue and the total cost of a business.

Kew and Watson (2012) also defined a director of a professional services company: income less expenditure, not cash, and, lastly, income less expenditure for a given period. Karuru (2005) has indicated that profitability is the difference between the sales generated by a business and the expenses incurred during the business operations. He emphasized that it is important to maximise the sales amount of business by significantly reducing the expenses incurred in the business. Brinker (2002) agreed with Karuru (2005) by stating that profitability is the difference between the revenue and the operational expenses incurred in the business. Brinker (2002) also added that all businesses should significantly reduce their operational expenses and increase their incomes to maintain a positive net income. This positive net income is referred to as a profit.

Profitability is critical to a company's survival in the long term, and it measures a company's past ability to generate returns (Santos & Brito, 2012). The ultimate long-term goal for a business should be growth rate in the bottom line. Ambad and Wahab (2013) argue that to ensure survival in the industry, profitability is a key issue for every profit-oriented company, maximising its goal. To achieve higher profitability, every company must have its strategy to fit into the current rapidly changing business environment. The final goal of every productive or industrial activity is more profitability. This involves the correct use of productive factors like resources and facilities and engagement in cost reduction schemes, all of which will increase productivity. Profitability or getting an advantage means the relation of profit with used capital. So, a company has to emphasize the two cases of increasing productivity and price improvement to achieve as much profit as possible (Tangen, 2003). The consequence of this is that no business can survive for a significant amount of time without making a profit. Therefore, the measurement of a company's profitability, both current and future, is critical in evaluating the company.

Profitability is expressed as financial ratios which look at profits generated concerning the capital that has been employed to create them. Profitability means the ability to make a profit from all the business activities of an organisation. It shows how efficiently the management can profit by using all the resources available in the market. According to Omorie (2005), profit is defined as revenue minus cost, and cost, as calculated by the economist, is greater than cost calculated by accounting profit. Economic profit is what you earn over and above the normal profit. It is the main aim of all business ventures, which the business can't survive without in the long run. Measuring past and future profitability is essential (Hofstrand, 2009). Profitability has been considered as a measure of improved internal efficiency and value-added. In the binning, companies may not enjoy higher net profits to repay investment or fund further investment. However, internal efficiency gained later may lead to reduced costs, while improved product performance may increase the product's price in the market (Geroski & Machin, 2019).

Given the reviewed scholarly perspectives to this concept, the researcher defines profitability as a measure of an organisations ability to generate returns from their investments, thereby increasing their efficiency, solvency, financial health and market prospects.

Empirical Review

Employee Empowerment and Profitability

Several studies have investigated the effect of employee empowerment on profitability. However, there have been divergent views from the researcher on whether there is a positive or negative effect. The position of Zhang, Tsui, Song, Li and Jia (2018) revealed that employee empowerment has a significant effect in achieving profitability in organisations. Corroborative, the studies of Cuthie (2010) and Wang, Lawler and Zhang, (2019) stated that the best employee relation practices for improving organisational performance are embedded in employee empowerment which has a significant effect on profitability and having motivated employees include among others, conflict resolution, commensurate compensation, and structural empowerment among others. Adding to the discourse is the findings of Seibert, Silver and Randolph (2014), who found significant and positive relationships between empowerment climate and work-unit performance and profitability. The study further found psychological empowerment positively and significantly related to profitability. In a related study, Chen, Kirkman, Kanfer, Allen and Rosen (2017) found that, while individual psychological empowerment significantly predicted individual performance, neither empowering leadership climate nor team empowerment were significantly related to team performance and profitability.

The study of Dewettinck, Singh and Buyens (2016) concluded that whilst employee empowerment has a significant and considerable relationship with employee affective outcomes; empowerment only marginally explains the variance in profitability. Petter *et al.* (2012) explained the different dimensions of employee empowerment and integrated power, decision making, information sharing, autonomy, initiative and creativity, knowledge and skills development, and responsibility. These seven elements model employee empowerment as having a considerable overlap between the elements. The result revealed that employee empowerment has a significant effect on profitability. The empirical research studies on employee empowerment showed that a strong correlation exists between employee empowerment and employee performance and, by extension, profitability (Ongori, 2017).

Empowerment helps employees be helpful with knowledge and inner motivation, bringing about profitability (Kondalkar, 2019). Employee empowerment has made non-managerial staff able to make autonomous decisions without seeking advice from their boss. The empirical researches emphasize that from a managerial point of view, employee empowerment can be seen as a business tool: worker participation as a means to reduce transaction costs associated with the employee-organisation relations and, consequently, improving profitability (Gollan, 2010). The findings of Sequeira and Dhriti (2015) revealed that improving employee relation practices (employee empowerment) in the organisation can improve the performance of employees and, thereby, the overall profitability of the organisation.

In light of the preceding, it was hypothesized that:

H_0: Employee empowerment has no significant effect on the profitability of selected quoted construction companies in Lagos State, Nigeria.

Theoretical Review

Equity Theory

Adam's Equity Theory, also known as the Equity Theory of Motivation, was developed in 1963 by John Stacey Adams, a workplace behavioral psychologist. The equity theory assumes that in the course of a social exchange, an individual recognizes the amount of input expanded from a relationship compared to the output, as well as the amount of effort another individual puts forth. Adam (1965) and Huseman, Hatfield and Miles (1987) posited that if an employee perceives there is an inequality amongst two social groups or individuals, there is a likelihood that such employee will be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her task within the organisation. Examples of inputs include time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills. The output which is also known as outcomes are referred to as positive and negative consequences that an employee perceives a participant has incurred as a consequence of his relationship with another. Examples of outputs include job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, amongst others.

The position of Adams (1985) states that when a person becomes aware of inequity, it spurs up a reaction in them which hypothetically form some tension that is 'proportional to the magnitude of inequity present. This tension will cause an individual to react in a way that reduces the tension in him/her. Equity theory also identifies four mechanisms for organisational performance (dissatisfaction) as follows: Employees seek to maximize their outcomes (rewards minus outcomes); Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members; When employees find themselves participating in inequitable relationships, they become dissatisfied or distressed. The theory explains that in this situation, both the person who gets 'too much' and the person who gets too little' feel dissatisfied.

In summary, although equity theory was invented several decades ago, it is still important in a lot of recent research. For example, the concept of equity is central to marketing and consumer psychology (e.g., Ashley, Noble, Donthu, & Lemon, 2011), forgiveness research (e.g., Paleari, Regalia, & Fincham, 2011), management research (e.g., Greenberg, 2010), and social psychological research (e.g., Lively, Steelman, & Powell, 2010). The equity theory has wide-reaching implications for employee morale, efficiency, performance, productivity and turnover. Schultz and Schultz (2010) further extended equity theory to include the behavioral responses patterns to situations of equity or inequity. These response patterns are: benevolent (satisfied when they are under paid compared with co-workers), equity sensitive (believe everyone should be fairly rewarded) and entitled (employees believe that everything they receive is their just due).

Research Conceptual Model

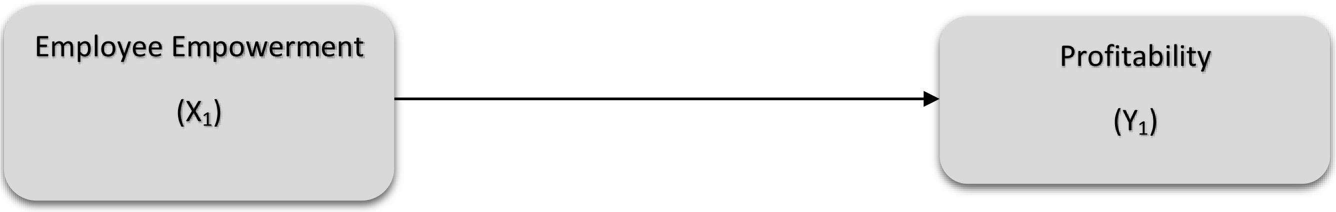

Figure 1: *Conceptual model for employee empowerment and profitability*

Source*: Researcher's Conceptualization (2021)*

METHODOLOGY

A cross-sectional survey research design was utilized for this study. Primary data was sourced using a structured and self-administered questionnaire. The sampling unit for the study consisted of employees (top, middle and lower level) of the selected construction companies in Nigeria, namely: Arbico Plc; RCC, Julius Berger Plc. and Elalan CCECC Plc. These were all reputable construction companies in Nigeria and have been in operation for at least ten years with proven performance records. The study population was 6798 (Julius Berger – 1893, RCC – 1387, Arbico – 1226, CCECC -1405, Elalan - 887). The sample size of 364 was determined using the Roasoft Sample Size Calculator.

For this study, a pre-test for internal consistency measure using Cronbach's Alpha was adopted to assess all the variables' reliability. Besides, it was conducted to reduce errors and give stable results of the data collection. The reliability for each of these variables was ascertained at a threshold of 0.7 and above. Table 1 showed the respective Cronbach's Alpha reliability coefficient for the variables.

Table 1: Reliability Coefficients

Variables	No of Items	Cronbach's Alpha Value
Employee Empowerment	5	0.785
Profitability	5	0.739

Source: SPSS Output

DATA ANALYSIS AND RESULTS

Table 2: Summary of Simple Linear Regression Analysis for the effect of employee empowerment on profitability

Model One $y_1 = a_0 + \beta_1 x_1 + \mu$		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.332	.279		11.951	.000
	Employee Empowerment (EE)	0.254	.058	0.220	4.369	.000
a. Dependent Variable: Profitability (PR)						
b. R= 0.220 ***R^2= 0.048*** **T(377) = 4.369** **P=0.000<0.05**						
Source: Researcher's Study, 2021						

Interpretation

Table 1 showed the simple regression analysis results for the effect of employee empowerment on profitability of selected construction firms. The result showed that employee empowerment (β = 0.254, t = 4.369, $p<0.05$) have positive and significant effect on the profitability of the selected quoted construction companies. The R value 0.220 indicated that employee empowerment has a very weak positive relationship with the profitability of the selected quoted construction companies. the $R^2 = 0.048$ showed the extent to which the employee empowerment explains the variation in profitability of the selected quoted construction companies. The result showed that employee empowerment explains only about 4.8% of the variations that occur in the profitability of the selected quoted construction companies while the remaining 95.2% changes that occurs is accounted for by other variables not captured in the model. The simple regression model was thus expressed as:

PR= 3.332 + 0.254EE + U_i-------------Equation i

Where:

PR = Profitability

EE = Employee Empowerment

The regression model showed that when employee empowerment is held at constant zero, profitability would be 3.332 implying that whether or whether not employees are empowered there will still be a level of profit. The results of the simple regression analysis indicated that when employees are empowered by a single unit the profitability of the construction company will be positively improved by an increase of 0.254 level. The t statistics corroborated the result with a positive value that is statistically significant which shows that employee empowerment is an important determinant of the profitability of the selected construction companies. The result was also highly statistically significant with a p-value that is less than 0.05 ($P < 0.05$) Therefore, the null hypothesis (H_01) which states that employee empowerment has no significant effect on the Profitability of the Selected Quoted Construction Companies in Lagos State, Nigeria was rejected.

Discussion

The test of hypothesis one revealed that employee empowerment has a significant effect on the profitability of the selected quoted construction companies in Lagos State. In line with the provisions of literature, this finding aligns with other studies, conceptually and empirically. Conceptually, the linkage between employee empowerment and profitability was provided through definitions of the variables. Employee empowerment refers to collecting the required capacity in employees to create added value in their organisational roles and responsibilities effectively and efficiently (GanjiNia, Gilaninia & Sharami, 2013). Employee empowerment encompasses the enlargement of an employee's job duties by giving them the

Independence and authority of decision-making about their own job without the approval of their immediate supervisor (Elnaga & Imran, 2014). Employee empowerment gives employees a certain degree of autonomy and responsibility for decision-making about their specific organisational tasks (Dobre, 2013). It allows decisions to be made at the lower levels of an organisation where employees have a unique view of the organisation's issues and problems at a certain level.

By empowerment, the employees are motivated and enthusiastic about utilising their skills, abilities and creativity by accepting accountability for their work. Employee empowerment only occurs when employees are well trained, provided with all the appropriate and relevant information and the best possible tools, fully involved in key decisions, and are fairly rewarded (Rathore, 2015). When employees are empowered, their confidence degree and self-reliance will increase. Empowerment also helps create autonomy for employees, allows the sharing of responsibility and power at all levels, builds employee self-esteem and energises the workforce for better performance. This extra confidence and autonomy are good because they create job satisfaction and high productivity levels, which is good for an organisation (Kumar & Kumar, 2017).

Profitability is the ability of a business to earn a profit. A profit is what is left of the revenue a business generates after it pays all expenses directly related to the generation of the revenue, such as producing a product and other expenses related to the conduct of the business activities (Tulsian, 2014). Profitability means ability to profit from all the business activities of an organisation, company, company, or enterprise. It shows how efficiently the management can profit by using all the available resources (Etale, 2016). Profit is an absolute term, whereas profitability is a relative concept. However, they are closely related and mutually interdependent, having distinct roles in business. Profit refers to the total income earned by the enterprise during the specified period, while profitability refers to the operating efficiency of the enterprise.

Corroborative, the studies of Cuthie (2010) and Wang, Lawler and Zhang, (2019) stated that the best employee relation practices for improving organisational performance are embedded in employee empowerment which has a significant effect on profitability and having motivated employees include among others, conflict resolution, commensurate compensation, and structural empowerment among others. Adding to the discourse is the findings of Seibert, Silver and Randolph (2014), who found significant and positive relationships between empowerment climate and work-unit performance and profitability. The study further found psychological empowerment positively and significantly related to profitability. In a related study, Chen, Kirkman, Kanfer, Allen and Rosen (2017) found that, while individual psychological empowerment significantly predicted individual performance, neither empowering leadership climate nor team empowerment were significantly related to team performance and profitability.

CONCLUSION AND RECOMMENDATION

This study investigated the effect of employee empowerment on the performance of selected quoted construction companies in Lagos State, Nigeria. The study therefore concluded that employee empowerment plays an important role in influencing performance.

The study therefore recommended that construction companies should engage in adequate employee empowerment to improve the productivity level of their organization. This is because organizational performance is a function of employee performance. Also, organization effectiveness depends on constantly improving the performance of organization members and maintaining the human potential that serves as the backbone of the organization.

REFERENCES

Adams, J. S. (1965). Inequity in Social Exchange. In *Advances in Experimental Psychology, 2. Ed.* L. Berkowitz, San Diego, CA: Academic Press, 267-299

Akinradewo, O. & Aigbavboa, C. (2019). Impact of Construction Project Planning on Contractor's Profit, *IOP Conference Series: Earth Environmental Science*, 385

Al- Magableh, M., & Mohammed O. A. (2014). The administrative empowerment and its relationship with the innovative behavior among the head / coordinators of the academic department at the Faculty of Science and Arts, Sharurah - Najran University. *International Research in Education*, 2(2), 83. doi:10.5296/ire.v2i2.6298

Al-edenat, M. & Alhawamdeh, N. (2018). The mediating effect of employee's loyalty in the relationship between empowerment and employees' performance: A Case from Jordanian SMEs, *International Journal of Academic Research in Accounting, Finance and Management Sciences,* 8(4), 90–100

Aliet, N. (2012). Cash management and profitability of corporate firms. A case study: MTN Uganda Ltd. Batchelor's degree – Business Administration. Of bishop Stuart University.

Ambad, S. N. A., & Wahab, K. A. (2013). Entrepreneurial orientation among large firms in Malaysia: Contingent effects of hostile environments. *International Journal of Business and Social Science*, 4(16), 34-45.

Ameh, O. J., & Daniel, E. I. (2017). Human Resource Management in the Nigerian Construction Firms: Practices and Challenges. *Journal of Construction Business and Management*, 1(2), 47-54. Retrieved from https://journals.uct.ac.za/index.php/jcbm/article/view/54

Anindita, R., & Emilia, S., A. (2018). How employee engagement mediates the influence of individual factors toward organizational commitment. *Problems and Perspectives in Management,* 16(1), 276–283

Ashley, C., Noble, S.M., Donthu, N., & Lemon, K.N. (2011). Why customers won't relate: Obstacles to relationship marketing engagement. *Journal of Business Research*, 64, 749-756.

Brinker, R. (2002). *Introduction to financial Management, 3rd ed*. Orlando: Marcourt Brace College publishers

Cardy, R. L., & Leonard, B. (2011). *Performance management: concepts, skills, and exercises (2nd ed.).* New York: M.E Sharpe Inc.

Chen, G., Kirkman, L. Kanfer, R., Allen, D. & Rosen, B. (2007). A multi-level study of leadership, empowerment and performance in teams. *Journal of applied Psychlogy*. 92(2), 331-346.

Cuthie, R. (2010). Employee motivation and retention. Retrieved from www.ref-erenceforbusiness.com.

Dabo, Z., & Ndan, R. T. (2018). Impact of employee empowerment on organization performance: evidence from quoted bottling companies in Kaduna. *International Journal of Economics, Business and Management Research*, 2(1), 360-369.

Dewettnick, K. Singh J., & Buyens, D. (2006). Psychological Empowerment in the workplace: Vlerick Leuven Gent Working Paper Series. Ghent University

Dobre, O. I. (2013). Employee motivation and organization performance. *Review of Applied Socio-Economics Research,* 5(1), 53 – 60.

Elnaga, A. A., & Imran, A. (2014). The impact of employee empowerment on job satisfaction: theoretical study, *American Journal of Research Communication* 2(1): 13–26.

Etale, L, M & Bingila P. F. (2016). The effect of inventory cost management on profitability: a study of listed brewery companies in Nigeria. *International Journal of Economics, Commerce and Management, United Kingdom*, 4(6), 446-455

GanjiNia, H., Gilaninia, S., Sharami, R. P. M. (2013). Overview of employee empowerment in organizations, *Arabian Journal of Business and Management Review* (Oman Chapter) 3(2).

Gollan, P. J. (2010). Employer strategies towards non-union collective voice. In: Wilkinson, A, Gollan, PJ, Marchington, M (eds) *The Oxford Handbook of Participation in Organizations,* Oxford: Oxford University Press, pp. 212–236

Greenberg, J. (2010). Organizational Injustice as an Occupational Health Risk. *Academy of Management Annals*, 4, 205-243.

Hanaysha, J. (2016). Testing the effects of employee empowerment, teamwork, and employee training on employee productivity in higher education sector. *International Journal of Learning & Development*, 6(1), 164-178. doi:10.5296/ijld.v6i1.9200

Hodgett, M. R. & Hegan,W. K. (2008). *Modern Human Relations at Work (10th ed.).* Thomson South-Western.

Hofstrand, D. (2009). Understanding profitability. *Ag Decisions Makers,* 2, C3-24

Hunjra, A. I., UlHaq, N., Akbar, S. W., & Yousaf, M. (2011). Impact of employee empowerment on job satisfaction: An empirical analysis of Pakistani service industry. *Interdisciplinary Journal of Contemporary Research in Business*, 2(11), 680-685.

Huseman, R. C., Hatfield, J. D. & Miles, E. W. (1987). A New Perspective on Equity Theory: The Equity Sensitivity Construct. *Academy of Management Review* 12: 222-234

Huxtable, N. (1994). *Small business total quality.* Springer Science & Business Media.

Jacquiline, F. N. (2014). Employee empowerment and job satisfaction. *Research journal of human resource*, 2(2), 1-12

Kakuru, J. (2005). *Finance Decisions and the Business. 3rd ed.* Kampala International Publishers.

Kew, J. & Watson, A. (2012). *Financial Accounting: An introduction. 4th ed.* Cape Town: Oxford University Press

Kondalkar. (2019). *Organizational Behavior.* New Delhi, India: New age international limited publishers.

Kumar, P. J. & Kumar, A. A. (2017). Employee Empowerment – An Empirical Study, *Global Journal of Management and Business Research*: *A Administration and Management*, 17(4)

Lawson, K. S. (2001). The relationship between empowerment, job satisfaction and reported stress levels:some Austrialian evidence. *Leadership and Organizational Development Journal*, 22(3), 97-104.

Lively, K.J., Steelman, L.C., & Powell, B. (2010). Equity, Emotion, and Household Division of Labor Response. *Social Psychology Quarterly*, 73, 358-379.

Lynn, H., & Susan, C. (2003). Empowerment, stress and satisfaction: An exploratory study of a call centre. *Leadership and Organization Development* Journal, 24(3), 131-140.

Meyerson, G., & Dewettinck, B. (2012). Effect of empowerment on employees performance. *Advanced Research in Economic and Management Sciences*, 2, 40-46.

Mullins, L. J. (1993). *Management and Organizational Behaviour (6th ed*.). London: Pitman

Muthoni, N. O. (2014). Perceived effectiveness of employee empowerment strategies adopted by Chinese owned building & construction firms in Kenya- Masters Thesis, Kenya.

Olutuase, S. O. (2014). A study of safety management in the Nigerian construction industry. *IOSR Journal of Business and Management,* 16(3), 1-10.

Ongori, H. (2007). A review of the literature on employee turnover, *African Journal of Business Management*, 049-054.

Paleari, F.G, Regalia, C., & Fincham, F.D. (2011). Inequity in forgiveness: Implications for personal and relational well-being. J*ournal of Social and Clinical Psychology,* 30, 297-324.

Petter, J., Byrnes, P., Choi, D.L., Fegan, F. & Miller, R. (2002). Dimensions and patterns in employee empowerment: assessing what matters to street-level bureaucrats, *Journal of Public Administration Research and Theory*, 12(3), 377-400

Quinn, R. E., & Spreitzer, G. M. (1997). The road to empowerment: Seven questions every leader should consider. *Organizational Dynamics*, 26(2), 37-49.

Rahman, S. & Taniya, R. K., (2017). Effect of employee relationship management (ERM) on employee performance: A study on private commercial banks in Bangladesh. Human Resource Management Research, 7 (2), 90-96

Ramesh, R. & Kumar, S. K. (2014). Role of employee empowerment in organizational development. *International Journal of scientific research and management*, 2(8), 1241-1245

Rathore, S., & Rathore, P. (2015). Talent Management Practices in Luxury and Low Budget Hotels: Conceptual Viewpoint. *IRJMST,* 6(7), 122–130.

Ripley, R. E., & Ripley, M. J. (1992). Empowerment, the cornerstone of quality: Empowering management in innovative organizations in the 1990s. *Management Decision,* 30(4), 20-43.

Saif, N. I., & Saleh, A. S. (2013). Psychological empowerment and job satisfaction in Jordanian hospitals. *International Journal of Humanities and Social Science*, 3(16), 250-257.

Santos, J. B., & Brito, L. A. L. (2012). Toward a subjective measurement model for firm performance. BAR - Brazilian Administration Review, 9(spe), 95–117. doi:10.1590/s1807-76922012000500007

Sawithri, L. D., Nishanthi, H. M., & Amarasinghe, K. G. (2017). The impact of employer-employee relations on employee commitment: a case from Sri Lanka, *Kelaniya Journal of Human Resource Management* 12(2):174

Schultz, D.P, & Schultz S. E. (2010). Psychology and Work today: An introduction to industrial and organisational psychology. 10th edition

Seibert, E., Silver, R., & Randolph, A. (2004). Taking empowerment to the next level: a multi- level model of empowerment, performance and satisfaction. *Academy of Management Journal*. 47(3), 332-349.

Sequeira, A. & Dhriti, A. (2015). Employee Relations and its Impact on Employee Performance: Case Study

Tangen, S. (2003). An overview of frequently used performance measures. *Work Study,* 52(7), 347–354. doi:10.1108/00438020310502651

Teslya, A., Cherepovitsyn, A., Vyboldina, E.,Fedoseev, S., & Kozmenko, S. (2016). The Concept of Economic Growth of the Construction Industry in St. Petersburg. *MATEC Web of Conferences,* 26

Trivedi, S. M. (2010). An Analysis of Financial Performance of State Road Transport Corporation in Gujarat Ph.D Thesis, Department of Business Management, Saurashtra University, Rajkot

Tulsian, M. (2014). Profitability analysis (A comparative study of SAIL & TATA Steel), *IOSR Journal of Economics and Finance (IOSR-JEF),* 3(2), 19-22.

Tunji-Olayeni, P., Mosaku, T., Oyeyipo, O., & Afolabi, A. (2018). Sustainability strategies in the construction industry: implications on Green Growth in Nigeria. IOP Conference Series: *Earth and Environmental Science*, 146, 012004. doi:10.1088/1755-1315/146/1/012004

Van Horne, J. C. & Wachowicz, J. M. (2005). *Fundamentals of financial management* .Financial Times Prentice Hall.

Wadhwa, D. S., & Verghese, M. (2015). Impact of employee empowerment on job satisfaction and organizational commitment: An empirical investigation with special reference to selected cement industry in Chhattisgarh. *International Journal in Management and Social Science*, 3(3), 280-286.

Wang, S., Yi, X., Lawler, J. & Zhang, M. (2011). Efficacy of high performance work practices in Chinese companies. *IJHRM,* 22(11), 2419-2441

Zhang, Y., Tsui, A. S., Song, J. W., Li, C. P., & Jia, L. D. (2008). How do I trust thee? The employee–organization relationship, supervisory support and middle managers' trust in the organization. *Human Resource Management,* 47, 113–134