



## The Impact of Employee Engagement and Employee Empowerment on Job Motivation and Employee Performance: A Case Study of a Textile Company in Nigeria

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### Abstract

Motivated laborers are satisfied, devoted, tireless, and excited about their job, which naturally improves their performance in the textile industry. This study aims to examine job motivation antecedents, which are employee engagement and employee empowerment, and their impact on employee performance. This study also attempts to evaluate the level of employee engagement, employee empowerment, job motivation, and employee performance in a textile company in Nigeria. The study collected data from 300 employees working with the textile company for more than three years. The regression analysis showed that employee engagement and employee empowerment significantly positively impact job motivation. The study also found that employee engagement, employee empowerment, and job motivation positively impacted employee performance. The findings concluded that the textile company with solid and adequate employee engagement and empowerment programs would improve job motivation and improve employee performance in the long run to achieve their organizational objectives. This study also show that employee engagement can also have impacts on job motivation and performance when compared to employee empowerment effects.

**Keywords:** Employee Engagement, Employee Empowerment, Job Motivation, Employee Performance, Textile Industry



## Introduction

The textile industries face many problems, including poor legal rights to guarantee property rights and safety. Lack of good governance, political uncertainty, and low access to investible funds due to an underdeveloped long-term capital market. Other issues associated with the sector are the cost of buying and implementing the technological advancements, employee training to go along with what is obtained outside the world, constant power failure, which the textile industries sector has to supplement with plants and machines (Gatawa et al. 2013). A large portion of the organizations around the corporate world is distributing more to their human resource instead of capital structure, as they accept that workers are the critical base for improving their benefit towards making progress (Mackay et al., 2017). This required analysts' present exertion towards finding new roads where an organization can improve its performance.

Companies with high employee engagement and empowerment strategies will see a 20 percent increase in revenue, while companies with low employee engagement and empowerment strategies will see a 33 percent decrease in revenue (Saks, 2016). Furthermore, most textile companies in Nigeria struggle to retain competent employees, but this is not the case at DA VIVA textile, thanks to the company's ever active and innovative HR, which has enabled various empowerment strategies to motivate employees, keep them engaged, and consistently improve their performance in achieving the company's objectives. Employee engagement and empowerment strategies, according to Evangeline and Ragavan (2016), will result in high employee motivation and performance. As a result, if workers are satisfied with their working conditions, the organization will have a better chance of increasing production and productivity (Goodfaith et al., 2021).

This paper provides a review of the textile industry, focusing on factors that generally motivate employees in their workplace to perform in this emerging economy better. This study elaborates on showing the effects of job motivation on employee performances through employee empowerment and employee engagements.

In the modern competitive world, business organizations face ever-growing challenges regarding engagement, empowerment, belief, recruitment, and retention of their employees. Research reveals that only 19 percent of employees are highly engaged within their organization. Not only is that, but also in the field of recruitment, a high proportion of



these organizations are still experiencing difficulties (84%) (Aslam et al., 2014). Job motivation allows staff to have the right mixture of guidance, direction, resources, and rewards so that they are inspired and keen to work in the way you want them to (Mehmood et al., 2017).

According to Neeta (2011), who emphasized that engagement shows that an employee is genuinely committed and has an immense, enthusiastic relationship with their job that goes higher to promote the business' concerns. Consistently, Jaupi and Llaci (2014) asserted that devoted workers are often committed to mitigating their stress at work resulting in superior performance. Hieu (2020) also found that employee empowerment positively affects workplace success and organizational attitudes. As Aslam et al. (2014) put forward, motivation is crucial for good performance, and therefore, it is increasingly important to study what motivates employees for better performance. Despite abundant research studies in the private sector, little evidence shows the relationship between empowerment and engagement as a motivational instrument on employee performance in a textile company.

## Objectives

This study examines the impact of employee engagement and employee empowerment on job motivation and explores the effect of employee engagement, employee empowerment, and job motivation on employee performance. This research also evaluates the level of employee engagement, employee empowerment, and job motivation on employee performance of the Daviva textile company in Nigeria

## Concept theory framework

### Herzberg two-factor theory

Employees are an essential factor of the company's performance; hence, employees should be motivated. Motivations enhance employees to produce the best work for attaining the company's goals (Nosraty et al., 2015). Motivations boost employee performance by organic, emotive, societal, and intellectual powers. Many companies develop policies for developing employee skills. These policies allow the company to improve its performance for achieving sufficient output (Bhadoriya & Chauhan, 2013). Herzberg's two-factor theory categorized motivations into two groups: Motivators and



hygiene factors (i.e., intrinsic and extrinsic) (Dartey-Baah, K., 2011). Motivation factors are intrinsic factors that will increase employees' job satisfaction, while hygiene factors are extrinsic factors that prevent the dissatisfaction of any employee. Intrinsic motivations also include employee engagement and employee empowerment that would induce job satisfaction. Engidaw, (2021) found both intrinsic and extrinsic motivation has a strong positive impact on employee engagement. Employee motivation helps in the growth of an organization as well as the growth of an individual. The rewards positively influence workers' performance and motivate them to boost their productivity by keeping in mind task fulfillment and goal achievement (Robbins, 2014).

### **Employee Engagement Concept**

Jobs today are expected to be realistic, exhibiting ingenuity and teamwork as normal success (Mitreka and Dian, 2021). According to Neeta (2011), employee engagement (EN) can extend or maintain a competitive advantage for a company by involving human capital in its work. Engagement means that an employee is not only genuinely committed but also has an immense, enthusiastic relationship with his/her job that goes higher to promote the business' concerns (Neeta, 2011). Devoted workers are often committed to mitigating their stress at work resulting in superior performance (Abraham, 2012).

In this era of information and digital technology, businesses are facing a number of challenges for the smooth functioning of their business operations, and employees remain engaged to meet these challenges (Kumar & Kumar, 2017). Firms employ multiple engagement strategies for keeping employees involved to remain competitive for getting better performance and meeting the company's objectives (Potoski & Callery, 2018). The key requirement for the achievement of EN is to associate workers with human resource management systems and provide a structured contact framework and greater opportunities for advancement (Abraham, 2012). So the most critical challenge in today's world is to figure out the reasons that inspire workers to achieve their optimum results when participating in their jobs (Potoski & Callery, 2018).

### **Employee Empowerment Concept**

Employee empowerment exists through knowledge exchange, decision-making competence, and analytical capacity building. Amundsen and Martinsen (2015) recommended that a company thrive in the open market, encouraging its workers. Muhammad et al. (2018) argue that empowerment is a mental state. An employee with an inspired state of mind



feels feelings of 1) autonomy over the job to be done, 2) knowledge of the context in which the task is conducted, 3) transparency for personal work production, 4) mutual responsibility for unit and corporate efficiency, and 5) fairness in individual and group performance-based recompenses. 'Cognitive model' of empowerment describes empowerment on a broad category with four dimensions: preference, true career development and opportunities for workers to make their voices heard, actual power to monitor and manipulate work processes, and allowing workers to be confident in discharging their duties (Hieu, 2020). This model stresses the company has no choice but to inspire its workers for sustainability, morale, work satisfaction, maximize productivity and be successful internationally.

### Employee Performance Concept

Bui (2017) clarify that employee work performance relates to employee performance to meet the organization's priorities and objectives. Most organizations have recognized that their employees' performance plays a crucial part in evaluating the organization's progress (Zheng et al., 2010). Managers seeking to improve performance will often look at the help motivation theory (Bratton & Gold 2003), which notes that motivation is related to high employee performance levels (Smitsen, Schalk and Freese, 2013). Employee performance is improved when the individual experiences self-efficacy in the organization (Ouedraogo and Leclerc, 2013) and work satisfaction (Inuwa, 2016). Furthermore, it has been found that when person-job compatibility occurs, it can lead to better performance of tasks and contextual performance (Manganelli et al., 2017). Task habits, task talents, and task knowledge improve the chance of fulfilling behavioral elements of job performance, such as meeting goals (Micheli and Mari, 2013). Contextual skills and knowledge, on the other hand, impact contextual performance by strengthening activities that assist and encourage the social and organizational context or by increasing beliefs and psychological atmosphere (Micheli and Mari, 2013j).

The study findings found that employee engagement is well-formed of job motivation (Christensen and Rog, 2014). When employees are engaged, they use discretionary effort at work (Kruse, 2012). It is also confirmed that employees that were engaged performed better than non-engaged employees in a good job motivating workplace (Popli & Rizvi, 2015). Sumarsih & Nugroho (2018) also studied "The Relationship between Motivation, Engagement and Performance of Employee and found there is a



positive direct effect of motivation on engagement employee. This simply means that highly engaged employees bring spirit and energy to the workplace, and that their motivation and drive to succeed ensure that the company's goals are met quickly. Hence, they concluded that employee engagement is a form of job motivation in any workplace. Therefore, this study proposes:

***Hypothesis 1: There is a significant relationship between job motivations and employee engagement.***

Employee empowerment is a motivational tool intended to enhance performance if adequately handled by improved levels of employee involvement and self-determination (Gravina, 2018). Singh et al. (2017) found that employee empowerment has a strong impact on job motivation among hotel staff in Nepal. Balaji and Krishnan (2014) concluded that if there is a determination to improve, employee empowerment becomes a feature of transformational leadership and job motivation to attract workers. Therefore, this study proposes:

***Hypothesis 2: There is a significant relationship between employee empowerment and job motivation.***

Job motivation helps individuals to do their best in order to accomplish individual and corporate goals. In other words, it is what instills a will to act in the performance of a job in the individual (Robbins, 2013). While job motivation and employee performance are related, even highly motivated workers at work can encounter performance problems (Aslam, et al., 2014). Therefore, this study proposes:

***Hypothesis 3: There is a significant relationship between job motivation and employee performance.***

Ali, Sabir & Mehreen, (2019) asserted the relation between employee engagement and extra-role performance. Engagement is expected to be a vital measure of the worker's willingness to place unregulated actions in the employer's favor (Gupta & Sharma, 2018). Christian et al. (2011) found that employee engagement has a significant effect on employee in-role and out-role performance. Therefore, this study proposes:

*Hypothesis 4: There is a significant relationship between employee engagement and employee performance.*

Most workers value employee empowerment, such as greater accountability and decision-making, as one means of inspiring them and enhancing their performance to understand the organization's goals (Abbasi et al., 2011). Employee empowerment generates a high level of performance of workers and decreases the weakening of workers; thus, management should support their staff and promote open contact in companies to increase their performance (Alkhodary, 2015). Therefore, this study proposes:

*Hypothesis 5: There is a significant relationship between employee empowerment and employee performance.*

### 3.2 Research Framework

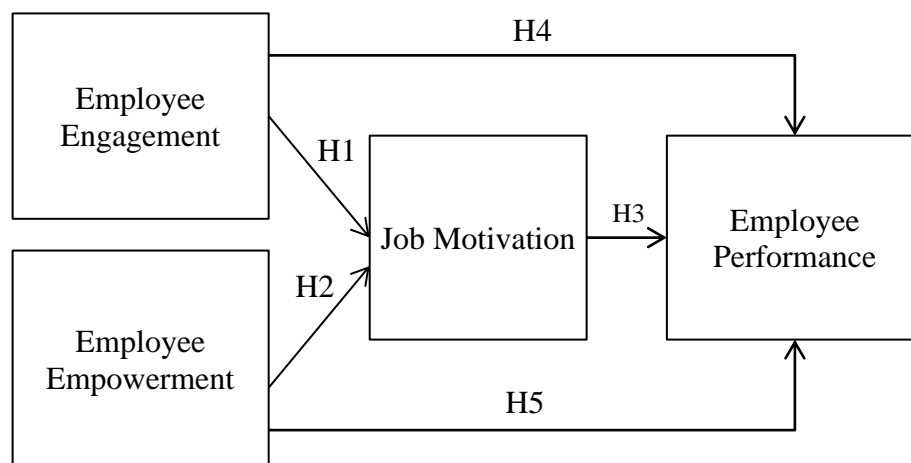


Figure 1: Research Framework

### Sample and procedure

The current study is quantitative research. This study distributed 1000 questionnaires to employees of the selected textile company in Nigeria. The study collected the data from 300 respondents, which is adequate sample size for the Daviva textile company's known population according to Yamane (1967) with a 95% level of precision. Most of the respondents were male (58.5%), while 41.5% of the respondents were female. The majority of the respondents were between 32-37 years old (35.9%).





## Research Instrument

The distributed questionnaires include measurement items of related variables, which are employee engagement, job motivation, employee empowerment, and employee performance. They were measured on a 5-point Likert scale (1 for Strongly Disagree and 5 for strongly Agree). The scales used to measure **employee engagement** were adapted from Rathee and Sharma (2020) and Shuck et al. (2011). It includes six items, such as "Employees are really focused when working during their shifts." For **employee empowerment**, the items were adopted from Abuzaid (2018) with three dimensions which are the *delegation of authority* (5 items), *participation* (5 items), and *work environment* (5 items). An example is "the management delegates employees with adequate authority to do their job." For **job motivation**, the items were adopted from Ajayi (2019). The six dimensions of job motivation are achievement, career advancement, autonomy and personal growth, recognition, and nature of work. The scale was measured with 22 items. For example, "Employees have good records of achievement in this company." The scale of **employee performance** was adopted from Candelario et al., (2020), which were measured with five items. For example, "employees of the company adequately complete their assigned duties."

## Validity and Reliability Test

The study found that employee engagement (EN), job motivation (MO), employee empowerment (EM), and employee performance (PE) have sufficient convergent validity and reliability. The loadings of all measurement items for each construct were above .5. The average variances extracted (AVEs) for EM (.608), MO (.594), EN (.640) and PE (.558) were above .5, confirming convergent validity (Bjorvatn and Wald, 2018). In addition, this study employed Cronbach's Alpha to test the internal consistency of measurement items of each variable. EN (.883), MO (.969), EM (.913), and PE (.949) have Cronbach's Alpha value above .8 which reflected that all variables have high internal consistency.





## Data Collection

This study distributed 1000 self-administered questionnaires to employees of the Davivia textile company in Nigeria. The study collected the data from 300 respondents, which is adequate sample size for a known population of employees according to Yamane (1967), with a 95% level of precision.

## Data Analysis

This study uses simple linear regression to test all five hypotheses at a 95% confidence level and descriptive analysis to explore the level of employee engagement, employee empowerment, job motivation, and employee performance.

## Research Findings

The study concluded that the overall mean value of PE ( $\bar{X} = 3.54$ ) is the highest, followed by the overall mean value of EN and the overall mean value of EM with the same mean value ( $\bar{X} = 3.49$ ), while the overall mean for job motivation ( $\bar{X}=3.44$ ) is recorded as the lowest mean value.

The study confirmed hypothesis 1 and hypothesis 2 that employee engagement ( $\beta = .519$ ) and employee empowerment ( $\beta = .466$ ) have a significant positive impact on Job motivation ( $p = .000$ ) with a 95% confidence level. The study also confirmed for hypothesis 3 that job motivation has a significant positive impact on employee performance ( $p = .000$ ,  $\beta = .867$ ) with a 95% confidence level. The study confirmed hypothesis 4 and hypothesis 5 that employee engagement ( $\beta = .596$ ) and employee empowerment ( $\beta = .265$ ) have positive significant impact on employee performance ( $p = .000$ ) with 95% confidence level.

**Table 2** Summary of simple linear regression models

Model	Independent Variables	Dependent Variables	Adj. R <sup>2</sup>	F-Value	Std. $\beta$	p-value
1	Employee engagement	Job motivation	.928	1921.292*	.539	.000*
	Employee Empowerment				.458	.000*
2	Job Motivation	Employee Performance	.846	1644.476*	.920	.000*
3	Employee engagement	Employee Performance	.855	887.364*	.670	.000*
	Employee Empowerment				.282	.000*

\*  $p < .05$



## Conclusion and Discussion

Hypothesis one of this study confirmed that employee engagement statistically significantly impacts job motivation ( $\beta = .539$ ). This assertion is supported by a study conducted by Milman and Dickson (2014) that examined the perspectives of line-level employees in amusement parks and attractions in the United States. They revealed that employee engagement is a type of job motivation that generates positive feelings about work and the organization—another supportive research conducted by Dajani and Zaki (2015). The study found that engaged employees contributed to higher work morale, which was encouraged by the various job motivations available in their workplace (Dajani & Zaki, 2015). As a result of the various studies discussed above, it can only be concluded that any textile company with a strong adequate employee engagement program will be able to improve job motivation in the long run to achieve their organizational objectives.

Hypothesis two of this study confirmed that employee empowerment significantly impacts job motivation ( $\beta = .458$ ). This assertion is supported by the study from Hanaysha and Hussain (2018) that found employee empowerment to have a significant positive impact on job motivation on 242 academic and administrative staff members at public universities in Malaysia. In a similar vein, Kormos and Csizé (2004) stated that as long as there is a need for employee empowerment, job motivation will increase, which in turn assumed that achievement motivation of the employee would be contributed and this will heighten achieving the organizational objectives by creating good intentions, which in the study It can be argued that high employee empowerment will increase the need for self-realization and thus positively contribute to job motivation.

Hypothesis three of this study confirmed that Job motivation statistically significantly impacts employee performance ( $\beta = .920$ ). This assertion is supported according to Alawiyah et al. (2017), who stated that job motivation significantly influences the performance of the employee of pharmaceutical wholesalers. According to Fonseca et al. (2020), they found that job motivation mediates the effect of education training and leadership style on the employee performance of Ministry of Education employees. Hence, individuals who are motivated in their work will positively impact their performance.



Hypothesis four of this study confirmed that employee engagement statistically significantly impacts employee performance ( $\beta = .282$ ). This assertion is supported by Marhayani and Ibrahim (2019) that employee engagement affects employee performance at the Aceh Watering Office. Similarly, this study is unquestionably supported by Jafri and Lhamo (2013), who stated that employee engagement is one of the behaviors that may contribute to good performance. Employees who are engaged in their company are more likely to be successful performers than employees who are disengaged because they put in more effort on behalf of the organization to achieve its performance and fulfill its goals and objectives. They confirmed that when there is an employee engagement with a strong belief in the organization's goals and values, the willingness to work on behalf of the organization and the desire to remain a member of the organization will be sustained.

Hypothesis five of this study confirmed that employee empowerment has a statistically significant impact on employee performance ( $\beta = .670$ ). According to the study of Bradley and Benson (2011), they asserted that external leaders' activities, employee production/service obligations, employee-based human resource policies, and employee social structure all contributed to improved employee empowerment-employee performance encounters. Storch et al., (2022) also discussed six aspects of the construction of worker quality of work: interaction, teamwork, participant contribution balance, collective participation, initiative, and solidarity. The findings show that the level of work performed by employees was strongly related to corporate performance as rated by employee members, employee leaders, and external worker supervisors.

This study also found that employee engagement ( $\beta_{\text{EN-MO}} = .539$ ,  $\beta_{\text{EN-PE}} = .670$ ) has a stronger impact on job motivation and employee performance than employee empowerment ( $\beta_{\text{EM-MO}} = .458$ ,  $\beta_{\text{EM-PE}} = .282$ ). This suggested that the company should focus on encouraging the employee to energize and dedicate themselves toward their work as well as continually inspiring them to work for the company, which would extremely enhance job motivation and their performance. Nonetheless, the company should empower its employee to boost job motivation and their performance as well.



## Managerial Implication

In textile companies, this study recommends the following managerial implications;

First this study found a strong link between employee empowerment, job motivation, employee engagement, and employee performance. The study discovered that when the textile company managers achieved in improving employee empowerment, job motivation, and employee engagement, employee performance will be improved in the long run. It also ensures that employees with high engagement are prone to have a strong belief in the goals and values of the organization, willing to work for the company, and remain a member of the organization. Similarly, employees are willing to dedicate their skills, know-how, and time when the company's managers offer a reward for meeting their requirements.

Second this study recommends the textile company should also enforce different programs such as capacity-building programs, which will enhance employee empowerment and job motivation to allow them to be more involved with profit-making activities. The textile company executives should be aware that an employee who is given administrative support through employee empowerment will realize that his or her own potential is valued, which will boost his or her achievement motivation resulting in organizational growth and development.

Third this study also found that the company should improve on establishing effective and sophisticated channels of communication with their employees; provide opportunities for learning, training, and acquiring new skills; be encouraged to practice teamwork by their management, and be encouraged by their organization to exchange experiences among themselves, to make them feel safe with a strong sense of belonging in dispensing their services to the textile companies. Management at Nigerian textile companies should provide employees with organization recognition that allows them to do what they do best every day, allowing them to regularly believe that their organization is the best of all to work for. Finally, because employees in textile companies know what is expected of them on the job, managers in textile companies in Nigeria should strive to inspire the best performance from their employees.



### Suggestion for future research

Future research should investigate how internal firm factors influence employee engagement, which in turn improves the performance of textile employees. Furthermore, the study should investigate the indirect effect of employee engagement on the relationship between internal firm factors and employee performance.

The role of leadership style, job motivation, and training in influencing the employee performance of other service companies should be further investigated. Future research should also facilitate the merger, a new concept, goal regulation, to derived from self-determination theory and regulatory focus theory that explain work motivation process and of workplace engagement. Further research should investigate the impact of job motivation and empowerment on service quality in the banking sector in order to improve customer satisfaction.

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