

**Influence Of Employee Empowerment Strategies on Performance of Non-
Governmental Organizations in Addis Ababa City, Ethiopia**

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**A Thesis Submitted in the KeMU Business School in Partial Fulfillment of the
Requirement for the Conferment of Degree of Master of Business Administration
(Human Resource Management) of Kenya Methodist University**

SEPTEMBER 2025

DECLARATION AND RECOMMENDATION

Declaration

I declare that this thesis is my original work and has not been submitted for a degree or any other academic award at any other university or institution.

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Recommendation

This thesis has been approved by the university supervisors for the examination purposes.

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DEDICATION

I wholeheartedly dedicate this thesis to my beloved mother, Lynette Wechuli, in deep appreciation of her unwavering support and love. May she be abundantly blessed and cherished.

ACKNOWLEDGEMENTS

Sincere appreciation is extended to Dr. Nancy Rintari (PhD) and Abel Moguche for their invaluable guidance, insightful feedback, and unwavering support throughout the development of this thesis. Deep gratitude is also expressed to the lecturers at Kenya Methodist University, whose knowledge and expertise played a crucial role in shaping this study.

Special thanks go to the KeMU Business School students for their constructive criticism, which greatly contributed to refining this research. Appreciation is also extended to Prof. Paul Maku, the university librarian, and his dedicated team for their assistance in accessing relevant academic resources. Recognition is given to all the authors whose research provided a strong foundation for this thesis. Finally, heartfelt gratitude goes to Lynette Wechuli, whose unwavering support and encouragement were instrumental throughout the entire research process.

ABSTRACT

Employee empowerment is a crucial factor in enhancing the performance of non-governmental organizations (NGOs), particularly in Addis Ababa, Ethiopia, where NGOs address significant socio-economic challenges. Despite their critical role in promoting sustainable development, many NGOs face obstacles such as hierarchical leadership, limited access to information, inadequate skills development, and unsupportive management, which hinder effectiveness. This study examines the influence of empowerment strategies autonomy in decision-making, access to information, skills development, and supportive management on NGO performance in Addis Ababa. Grounded in Self-Determination Theory, Resource-Based View Theory, Human Capital Theory, and Leader-Member Exchange Theory, the study employed a descriptive survey design. The target population comprised employees from selected NGOs, with a representative sample drawn through stratified and simple random sampling. Data were collected via structured questionnaires and analyzed using descriptive and inferential statistics. Diagnostic tests, including reliability and validity assessments, ensured data accuracy. Multiple regression results revealed significant explanatory power, with an adjusted R^2 of 0.786, showing that 78.6% of performance variation was explained by the four empowerment strategies. The model was statistically significant ($F = 11.273$, $p < 0.001$), confirming the joint predictive strength of the variables. At the individual level, all four significantly influenced performance. Autonomy in decision-making ($\beta = 0.233$, $p = 0.013$) enhanced ownership and accountability. Access to information ($\beta = 0.245$, $p = 0.003$) fostered transparency and better decisions. Skills development ($\beta = 0.312$, $p = 0.000$) improved employee capabilities, boosting efficiency. Most notably, supportive management ($\beta = 0.615$, $p = 0.000$) had the strongest effect, highlighting leadership, mentorship, and resource support as key drivers of motivation. The study concludes that NGO performance in Addis Ababa is significantly shaped by the alignment of empowerment strategies. It recommends prioritizing decision-making autonomy, enhancing information access, investing in skills development, and promoting supportive management. These findings offer practical insights for NGO leaders and policymakers to strengthen workforce engagement and organizational effectiveness.

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LIST OF ABBREVIATIONS/ACRONYMS

HCT	Human Capital Theory
LMX	Leader-Member Exchange Theory
NGOs	non-governmental organizations
RBV	Resource-Based View Theory
SDT	Self-Determination Theory

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The performance of non-governmental organizations (NGOs) is a critical factor in advancing social and developmental objectives, particularly in countries facing persistent socio-economic challenges. Unlike profit-oriented enterprises, NGOs are mission-driven entities that rely heavily on committed human resources to deliver programs, foster social change, and address areas such as poverty alleviation, health care, education, humanitarian response, and advocacy. Their contributions extend beyond service delivery to include shaping public discourse, strengthening civic engagement, and complementing government efforts in addressing structural inequalities. Performance within this sector is multidimensional, measured not only by financial accountability and operational efficiency but also by the degree to which organizations achieve program success, engage stakeholders, maintain staff commitment, deliver quality services, and sustain long-term impact (Armstrong, 2021). Because NGOs are embedded in dynamic social contexts, their effectiveness often hinges on how well they balance resource limitations with strategic human capital management.

Employee empowerment has emerged as one of the most effective strategies for enhancing organizational performance. In theory and practice, empowerment fosters autonomy, promotes participatory decision-making, expands access to relevant information, and ensures continuous skills development. These mechanisms enable employees to align their individual goals with the broader mission of the organization, thereby improving motivation, innovation, and accountability (Ahmad & Khan, 2023; Chen et al., 2022). Empowered employees are more likely to demonstrate commitment to organizational values, show initiative in solving

problems, and collaborate effectively with colleagues, all of which strengthen organizational resilience and adaptability in the face of changing socio-economic conditions (Jones & Peterson, 2021).

Globally, empirical evidence demonstrates that empowerment significantly improves NGO performance. In the United Kingdom, for example, NGOs that decentralized decision-making structures and implemented real-time feedback systems experienced a 20% increase in program efficiency alongside improved stakeholder engagement (CIPD, 2021). Leadership training programs that emphasized autonomy and participatory approaches resulted in a 15% improvement in operations and reduced project delays (Jones et al., 2022). Similarly, in Germany, structured mentorship and professional development initiatives led to a 17% increase in program efficiency. The Federal Ministry of Labour and Social Affairs (2022) observed that trust in leadership and open communication, which are hallmarks of empowerment, were strongly linked to sustainability outcomes. Becker et al. (2023) reported a strong correlation ($r = 0.72$) between transparency and operational efficiency, underscoring the critical role of information-sharing in empowerment strategies.

In southern Europe, participatory ownership and performance-based incentives have also been effective. Spain, for instance, recorded a 22% rise in stakeholder engagement when incentive-based appraisals and professional development workshops were introduced (García et al., 2022; Spanish Institute of Human Resource Management, 2023). Russia's experience similarly highlights the importance of leadership and recognition: leadership coaching, transparent evaluation systems, and public recognition of staff contributions improved project delivery by 19% (Ivanov et al., 2022). Across North America, digital transformation has amplified empowerment opportunities. In Canada, the adoption of flexible work arrangements

and digital collaboration platforms increased program efficiency by 15% Statistics Canada (2022), while in Mexico, competency-based training improved stakeholder satisfaction by 25% (Hernández et al., 2021). In Asia, cultural contexts shape empowerment differently: Japan's team-based decision-making and emphasis on work-life balance improved NGO performance by 18% between 2019 and 2022 (NIHRD, 2022; Takahashi et al., 2023), while South Korea's integration of technology-driven training boosted project success rates by 20% (Korean Institute of Human Capital Development, 2023). These examples show that employee empowerment when aligned with organizational and cultural contexts strengthens performance and sustainability.

In Africa, empowerment strategies are increasingly recognized as necessary for improving NGO effectiveness, although they are often constrained by systemic challenges. In Ghana, capacity-building and leadership training have enhanced efficiency and employee competencies (Owusu-Antwi & Osei-Assibey, 2020; Ghana Non-Profit Sector Report, 2022). Yet hierarchical cultures and resource shortages continue to undermine empowerment efforts (Khan et al., 2022). In Nigeria, mentorship, flexible work policies, and competency-based training have contributed to improved service delivery under the Voluntary Sector Empowerment Initiative, but inconsistent policies and corruption have weakened long-term sustainability (Ogunleye & Adebayo, 2023). South African NGOs that adopted leadership development programs and online learning tools achieved stronger service delivery and employee growth Smit and Van der Merwe (2022), though socio-economic inequalities still limit equitable access (Mhando & Mchopa, 2021). Tanzania presents another case where participatory management and job enrichment improved motivation and operational efficiency, but bureaucratic obstacles and financial shortages restricted scalability (Mshana

& Nkwabi, 2023). Botswana has also experienced success with structured training and participatory leadership, yet challenges remain in sustaining mentorship and incentives due to limited funding (Abebe & Tesfaye, 2023). These regional experiences suggest that while African NGOs acknowledge the importance of empowerment, barriers such as bureaucratic inertia, inconsistent application, and cultural resistance must be addressed for empowerment to yield transformative results.

Within Ethiopia, and particularly in Addis Ababa, NGOs play a pivotal role in filling gaps left by government and private sectors. They engage in areas ranging from humanitarian relief and education to gender equality, health, and poverty reduction. However, despite their importance, many NGOs in the Ethiopian context face persistent performance challenges. Studies indicate that empowerment initiatives, while present, are often generic, poorly tailored, and inadequately resourced. Bekele and Assefa (2022) argue that training programs provided by many NGOs fail to align with organizational needs, reducing their effectiveness. Mulugeta and Teshome (2023) further highlight how hierarchical structures constrain participatory decision-making and autonomy, leading to disengagement among staff. Leadership programs often have minimal impact because they are not strategically linked to long-term organizational goals (Worku & Girma, 2022).

Financial limitations compound these challenges, restricting NGOs from offering competitive salaries, incentives, or robust professional development opportunities (Alemu & Hailu, 2020). Tsegaye and Mengistu (2023) found that 62% of NGOs in Addis Ababa face inefficiencies due to limited participatory decision-making, while 48% struggle with financial limitations that affect project sustainability. Additionally, 55% reported that training programs fail to equip employees with necessary skills. Such constraints have resulted in high staff turnover,

reduced morale, and weakened stakeholder trust. Even where flexible work arrangements and leadership training have been introduced, resistance to change and resource shortages limit their impact.

Organizational culture is another significant factor influencing empowerment in Ethiopian NGOs. Many remain characterized by top-down management styles that limit employee voice, innovation, and ownership (Alemu & Hailu, 2020). By contrast, NGOs that embrace inclusivity and participatory management report stronger mission alignment, improved adaptability, and enhanced stakeholder engagement (Mulugeta & Teshome, 2023). Incentive systems also play a crucial role. Transparent, performance-based rewards have been shown to improve motivation and retention, yet many NGOs in Addis Ababa lack consistent compensation frameworks. Inconsistencies create perceptions of bias, weakening empowerment outcomes (Abebe & Tesfaye, 2021).

Work-life balance policies remain underdeveloped across most NGOs in Ethiopia. While some organizations implement flexible work arrangements and family-friendly policies that reduce turnover and improve efficiency, many still lack comprehensive support structures. The absence of policies on mental health, flexibility, and wellness contributes to stress, burnout, and disengagement (Tsegaye & Mengistu, 2023). In the long term, this undermines both staff sustainability and organizational performance.

Despite these challenges, NGOs in Addis Ababa represent an important platform for testing the relevance and effectiveness of empowerment strategies. The city hosts the highest concentration of NGOs in Ethiopia, providing a strategic hub for examining the impact of empowerment on organizational performance. Given its role as the political, economic, and

cultural center of the country, Addis Ababa offers a unique context for understanding how empowerment practices can enhance sustainability and stakeholder engagement in resource-constrained environments.

This study therefore seeks to investigate the impact of employee empowerment strategies on the performance of NGOs in Addis Ababa. By examining empowerment dimensions such as autonomy in decision-making, access to information, skills development, and supportive leadership, the research aims to provide evidence-based recommendations for improving NGO effectiveness. Autonomy fosters ownership and innovation, access to information promotes transparency and informed decision-making, skills development enhances adaptability and service delivery, while supportive leadership motivates staff through mentorship, recognition, and resource provision (Park & Kim, 2021; Chen et al., 2022). Together, these strategies have the potential to transform NGO performance if aligned with organizational goals and supported by enabling cultures and structures.

Ultimately, this study is positioned within a broader discourse on employee empowerment and organizational development in developing economies. While global and regional evidence shows that empowerment drives efficiency, accountability, and sustainability, localized research on Ethiopian NGOs remains limited. Addressing this knowledge gap is essential for informing human resource policies, strengthening organizational practices, and improving service delivery in contexts where NGOs are central to national development. The findings are expected to benefit not only NGO leaders but also policymakers, practitioners, and scholars interested in advancing organizational performance through strategic empowerment initiatives.

1.2 Statement of the Problem

The performance of non-governmental organizations (NGOs) is a global concern as they strive to improve efficiency, service delivery, and stakeholder engagement. Effective structures and empowerment strategies are essential for mission success, yet challenges such as limited participatory decision-making, inadequate capacity-building, and resource constraints persist. The International Labour Organization (ILO, 2023) estimates workforce empowerment can increase efficiency by 15% and engagement by 22%. Similarly, the World Bank (2022) highlights that structured approaches like flexible work policies, leadership training, and digital skills development enhance effectiveness by 30% and stakeholder satisfaction by 25%. The European Commission (2021) found that career progression reduces turnover by 40%, while participatory decision-making boosts stakeholder involvement by 35% and service efficiency by 28% (OECD, 2023). Despite such evidence, NGOs in developing countries face rigid structures and weak empowerment policies, limiting efficiency and retention (Abebe & Tesfaye, 2023; Tsegaye & Mengistu, 2023).

In Ethiopia, NGO performance remains suboptimal due to poor empowerment strategies. While some NGOs provide training, these programs are often generic and misaligned with organizational needs (Bekele & Assefa, 2022). Many maintain hierarchical structures that restrict autonomy in strategic planning (Mulugeta & Teshome, 2023). Leadership development efforts have minimal impact due to weak alignment with long-term goals (Worku & Girma, 2022). Financial constraints further limit competitive pay and incentives, reducing staff retention and effectiveness (Alemu & Hailu, 2020). Tsegaye and Mengistu (2023) revealed that 62% of NGOs in Addis Ababa face inefficiencies from limited

participatory decision-making, 48% struggle with financial shortages, and 55% report inadequate training programs.

Improving NGO performance therefore requires integrated empowerment strategies participatory decision-making, targeted training, and competitive compensation to strengthen sustainability and engagement. While developed economies benefit from structured empowerment policies, NGOs in Addis Ababa continue to struggle with limited autonomy, weak capacity-building, and financial barriers, resulting in inefficiencies in project delivery. Given the city's high concentration of NGOs and strategic national role, this study examines how empowerment strategies influence NGO performance. The availability of regulatory bodies and accessible data further supports research that can generate practical insights for improving NGO operations in Addis Ababa and informing policymakers, practitioners, and researchers across Ethiopia.

1.3 Research Objectives

1.3.1 General Objective

To establish the influence of employee empowerment strategies on performance of non-governmental organizations in Addis Ababa city, Ethiopia

1.3.2 Specific Objectives

The specific objectives for the research were;

- i. To assess the influence of autonomy in decision-making on performance of non-governmental organizations in Addis Ababa city, Ethiopia
- ii. To assess the influence of access to information on performance of non-governmental organizations in Addis Ababa city, Ethiopia

- iii. To examine the influence of skills development on performance of non-governmental organizations in Addis Ababa city, Ethiopia
- iv. To evaluate the influence of supportive management on performance of non-governmental organizations in Addis Ababa city, Ethiopia

1.4 Research Hypothesis

- H₀₁ Autonomy in decision-making has no significant influence on performance of non-governmental organizations in Addis Ababa city, Ethiopia
- H₀₂ Access to information has no significant influence on performance of non-governmental organizations in Addis Ababa city, Ethiopia
- H₀₃ Skills development has no significant influence on performance of non-governmental organizations in Addis Ababa city, Ethiopia
- H₀₄ Supportive management has no significant influence on performance of non-governmental organizations in Addis Ababa city, Ethiopia

1.5 Justification of the Study

This study is necessary because NGOs play a vital role in Ethiopia's socio-economic development, particularly in Addis Ababa, where they contribute to poverty alleviation, employment creation, and essential service delivery. Despite this critical role, many NGOs continue to face performance challenges that limit their ability to achieve sustainable impact. Existing empowerment strategies have not yielded the desired improvements, leaving gaps in efficiency, staff retention, and stakeholder engagement.

The study addresses the urgent need to understand how employee empowerment influences NGO performance, especially in contexts marked by rigid structures, limited resources, and inadequate professional development. By focusing on empowerment strategies such as participatory decision-making, access to training, and supportive management the research provides evidence-based insights into how organizational effectiveness can be enhanced.

The necessity of this study also lies in its potential to guide policymakers, development partners, and NGO leaders in designing more context-specific empowerment approaches. Such strategies are essential for creating supportive work environments that improve employee motivation, strengthen accountability, and ensure the sustainability of NGO programs.

Furthermore, this study fills a significant knowledge gap in the Ethiopian context, where limited empirical research exists on the link between empowerment practices and NGO performance. By generating contextually grounded findings, the research contributes not only to improved NGO management but also to the broader discourse on organizational development in developing economies.

In sum, the study is necessary to provide practical and scholarly insights that can help NGOs overcome persistent performance barriers and maximize their contribution to Ethiopia's sustainable development goals.

1.6 Significance of the Study

This study is significant because it demonstrates how employee empowerment strategies can directly enhance the performance of NGOs in Ethiopia, particularly in Addis Ababa. By examining practices such as participatory decision-making, job autonomy, access to training, and supportive

leadership, the research highlights practical ways NGOs can improve efficiency, strengthen service delivery, and increase stakeholder engagement.

The benefits of this study are twofold. First, it equips NGO leaders and managers with evidence-based recommendations on how to optimize human resource practices. By adopting targeted empowerment strategies, organizations can improve employee motivation, reduce turnover, and foster accountability, which ultimately enhance program sustainability. Second, it provides policymakers and development partners with insights into structural and cultural barriers to empowerment, enabling them to design supportive frameworks that encourage innovation and inclusivity within the NGO sector.

At the academic level, the study enriches the body of knowledge on empowerment and organizational performance in developing economies. While empowerment has been widely studied in global contexts, Ethiopian NGOs remain underexplored, making this research valuable for countries facing similar socio-economic and institutional challenges.

In sum, the study is beneficial because it not only advances theory but also provides actionable solutions for improving leadership, capacity-building, and supportive work cultures. These outcomes are critical for strengthening NGO performance, ensuring effective delivery of social development initiatives, and contributing to Ethiopia's broader sustainable development agenda.

1.7 Scope of the Study

This study focused on NGOs in Addis Ababa, Ethiopia, due to the city's high concentration of NGOs addressing various social and economic challenges. Both international and local NGOs were included to capture a broad range of perspectives on employee empowerment strategies and

their impact on organizational performance. The study specifically examined key empowerment strategies such as autonomy in decision-making, access to information, skills development, and supportive management, and how these strategies influence NGO effectiveness, service delivery, and sustainability.

The target population comprised NGOs in sectors such as health, education, humanitarian aid, and environmental conservation, with employees at all levels from entry-level staff to senior management participating. This ensured diverse insights into the effectiveness of empowerment strategies.

A mixed-method approach was used, combining qualitative and quantitative research. Surveys collected quantitative data from employees and managers, assessing their perceptions of empowerment strategies and their impact on NGO performance. The study was cross-sectional, gathering data at a single point in time to provide a snapshot of employee empowerment practices and their influence on organizational outcomes in Addis Ababa.

This approach enabled a comprehensive understanding of the empowerment strategies in play and their effects on NGO performance in a dynamic socio-economic context.

1.8 Limitations and Delimitations of the Study

This study was limited to NGOs in Addis Ababa, which may impact the generalizability of the findings to other regions in Ethiopia or countries with different organizational structures. To mitigate this, a diverse sample of NGOs, including both local and international organizations across various sectors, was used, ensuring the findings were relevant to Addis Ababa while offering broader implications for similar settings in Ethiopia.

The accuracy of the findings depended on the reliability of data from NGO employees. To address this, clear and understandable data collection instruments were used, with a follow-up process to clarify inconsistencies or incomplete responses. Secondary data from reputable sources, such as NGO regulatory reports, complemented the primary data.

Response bias was a concern due to the subjective nature of empowerment and performance. To minimize bias, anonymity and confidentiality were ensured, and open-ended questions were included for respondents to express views freely. The study's cross-sectional design limited insights into long-term trends, but it provided a snapshot of current empowerment practices and their immediate impact.

Despite these limitations, the study offers valuable insights into employee empowerment in Addis Ababa NGOs, contributing to a better understanding of the challenges and opportunities for improving NGO performance.

1.9 Assumptions of the Study

The study assumed that NGOs in Addis Ababa were representative of the broader Ethiopian NGO sector, allowing the findings to inform organizational practices across the country. While this limited geographical specificity, the sample's diversity, including both local and international NGOs, helped mitigate this issue.

It was assumed that respondents would provide honest and accurate information about employee empowerment strategies and their impact on NGO performance. To encourage honesty, the study emphasized confidentiality, the voluntary nature of participation, and the benefits of providing truthful responses.

The study also assumed that the employee empowerment strategies were being implemented as intended. Official NGO reports, human resource policies, and secondary data were used to verify the status of these strategies, ensuring the research reflected current practices.

Lastly, it was assumed that the economic and organizational environment would remain stable during the study. Given the short duration, the core empowerment strategies were expected to remain unchanged, with any significant changes during data collection acknowledged.

These assumptions shaped the research approach and ensured the results reflected the stable context of employee empowerment in Addis Ababa NGOs.

1.10 Operational Definitions of Terms

Access to Information

According to Ryan and Deci (2020), access to information refers to the availability and ease with which employees can obtain relevant data, policies, and resources necessary for effective decision-making and task execution. Access to information is critical for enhancing transparency, efficiency, and productivity within an organization.

Autonomy in Decision-Making

Ryan and Deci (2021) define autonomy in decision-making as the degree to which employees have control over their work processes, including the ability to make independent choices and participate in setting goals. Autonomy is a key factor in motivation and organizational effectiveness.

Employee Empowerment Strategies

Employee empowerment strategies refer to organizational practices aimed at enhancing employees' ability to take initiative, contribute to decision-making, and improve their skills (Conger & Kanungo, 2020). These strategies include training programs, participative management, delegation of responsibilities, and access to resources.

Non-Governmental Organization (NGO)

The United Nations (2022) defines a Non-Governmental Organization (NGO) as a non-profit, voluntary group that operates independently of the government to address social, environmental, humanitarian, or development-related issues. NGOs play a critical role in community development, advocacy, and service provision.

Performance of Non-Governmental Organizations

According to Armstrong (2021), the performance of an organization refers to the effectiveness with which it fulfills its mission, meets its strategic goals, and contributes to broader societal objectives. It is often measured through efficiency, quality of service delivery, and achievement of intended impact.

Skills Development

According to Noe et al. (2020), skills development refers to the process of enhancing employees' abilities, competencies, and knowledge through training, mentorship, and continuous learning initiatives. Effective skills development programs contribute to organizational efficiency and improved service delivery.

Supportive Management

Supportive management is defined by Yukl (2021) as leadership that fosters a positive work environment by providing guidance, resources, and encouragement to employees. It includes aspects such as open communication, mentorship, and a commitment to organizational well-being.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examined both the theoretical and empirical literature relevant to the study. The analysis focused on identifying key themes, methodologies, and findings that contributed to a comprehensive understanding of the topic.

2.2 Theoretical Review

The study was underpinned by four key theories, each aligned with a specific variable, namely Self-Determination Theory, Resource-Based View, Human Capital Theory and Leader-Member Exchange Theory

2.2.1 Self-Determination Theory

Self-Determination Theory (SDT) was originally proposed by Edward L. Deci and Richard M. Ryan in 1985. The theory explores the motivational aspects of human behavior, emphasizing autonomy, competence, and relatedness as key psychological needs that drive intrinsic motivation and performance (Deci & Ryan, 1985). The fundamental premise of SDT is that when individuals experience autonomy in decision-making, they become more engaged, proactive, and committed to achieving organizational goals. This aspect is particularly relevant in non-governmental organizations (NGOs), where employees' motivation and decision-making authority significantly impact organizational performance.

SDT was introduced in 1985 by Deci and Ryan as a framework to understand the intrinsic and extrinsic motivators influencing human behavior. The theory has since evolved into a widely accepted model for assessing workplace motivation and empowerment (Deci & Ryan, 1985). Over the years, scholars have refined SDT by incorporating aspects of workplace behavior,

leadership, and employee engagement (Deci & Ryan, 2000). This theory remains instrumental in understanding how autonomy in decision-making can enhance employee performance and overall organizational effectiveness.

According to SDT, human motivation is driven by three psychological needs: autonomy (the ability to make independent choices), competence (feeling capable of executing tasks), and relatedness (a sense of connection with others) (Ryan & Deci, 2000). The theory posits that employees who experience autonomy in decision-making are more likely to be intrinsically motivated, leading to higher job satisfaction, creativity, and commitment to organizational goals. Within NGOs, fostering autonomy allows employees to take initiative, contribute innovative solutions, and feel a sense of ownership over their work, ultimately enhancing performance.

Since its inception, SDT has been expanded and further developed by scholars. Ryan and Deci (2000) introduced the concept of the self-determination continuum, which distinguishes between different types of motivation, from amotivation (lack of motivation) to intrinsic motivation (engaging in tasks for inherent satisfaction). Later, Gagné and Deci (2005) applied SDT to the workplace, illustrating how autonomy-supportive environments foster employee engagement and performance. Other scholars, such as Van den Broeck et al. (2016), have investigated SDT's application in diverse organizational settings, reinforcing its relevance in non-profit sectors.

SDT is widely accepted as a foundational theory in workplace motivation, particularly in underpinning autonomy in decision-making. In the NGO sector, where employees are driven by purpose rather than financial incentives, SDT plays a crucial role in understanding how autonomy influences performance. Research by Deci et al. (2020) found that employees in

mission-driven organizations who perceive high autonomy in their roles exhibit increased motivation, lower turnover rates, and higher job performance. Studies in the non-profit sector highlight that autonomy in decision-making fosters innovation and responsiveness, enabling NGOs to adapt to challenges and improve service delivery (Gagne 2014).

Several scholars have supported SDT's application in organizational settings. Gagné and Deci (2005) argue that autonomy-supportive workplaces lead to higher employee engagement, creativity, and performance. Research by Slemp et al. (2018) further supports SDT's effectiveness, demonstrating that employees who feel autonomous in their decision-making are more committed to their organization's mission and perform better in their roles. Within the NGO sector, allowing employees to make independent decisions fosters adaptability and efficiency, as employees are directly involved in problem-solving and program implementation.

Despite its broad acceptance, SDT has faced criticism. Some scholars argue that the theory overemphasizes intrinsic motivation while underestimating the role of extrinsic rewards in the workplace. For instance, Koestner and Losier (2002) contend that financial incentives and recognition also play a significant role in enhancing employee performance. Others, such as Deci and Ryan (2020), acknowledge that autonomy alone may not guarantee high performance if employees lack the necessary resources or skills. Additionally, research suggests that in highly structured organizations, excessive autonomy can lead to role ambiguity and inefficiency (Baard et al., 2004).

Nevertheless, SDT remains a valuable framework for supporting autonomy in decision-making and its impact on the performance of NGOs. The theory aligns with the empowerment strategies that NGOs adopt to enhance employee engagement and productivity. By granting

employees the freedom to make decisions, organizations foster a culture of trust, innovation, and commitment, all of which contribute to improved performance. Moreover, NGOs that embrace autonomy-supportive leadership witness higher employee satisfaction and organizational resilience (Ryan & Deci, 2020).

In the context of this study, the researcher's contribution focuses on expanding SDT's application in the NGO sector in Addis Ababa city, Ethiopia. Given that NGOs often operated under resource constraints and hierarchical structures, this study explored how varying levels of autonomy impacted employee motivation and performance. The research also assessed how autonomy interacted with other empowerment strategies, such as training, access to information, and supportive management. By integrating empirical findings from Ethiopian NGOs, the study provided valuable insights into optimizing employee empowerment frameworks to enhance organizational effectiveness.

2.2.2 Resource-Based View Theory

The Resource-Based View (RBV) Theory was originally proposed by Jay B. Barney in 1991. Barney's seminal work, *Firm Resources and Sustained Competitive Advantage*, outlined the RBV as a theoretical framework that explains how organizations achieve sustained competitive advantage by acquiring and utilizing valuable, rare, inimitable, and non-substitutable (VRIN) resources (Barney, 1991). Access to information, a critical intangible resource, aligns with RBV, as NGOs with better information systems gain operational efficiency, transparency, and innovative capabilities.

The Resource-Based View (RBV) theory was formulated in 1991, emphasizing that an organization's ability to sustain competitive advantage depends on its internal resources rather

than external market conditions (Barney, 1991). This perspective revolutionized strategic management by shifting focus from external factors, such as industry competition, to internal capabilities that enhance performance (Peteraf, 1993). In the case of NGOs, access to information serves as a key resource that enhances decision-making, operational efficiency, and stakeholder engagement.

RBV posits that resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to provide a sustained competitive advantage (Barney, 1991). Information, when effectively accessed and managed, meets these criteria by empowering employees with knowledge, enhancing collaboration, and fostering organizational efficiency (Grant, 1996). NGOs that leverage information as a strategic resource enhance transparency, improve stakeholder relationships, and ensure effective program implementation. Empirical research by Kearns (2000) demonstrates that NGOs with robust knowledge management systems achieve better governance and financial sustainability.

Since its inception, RBV has been expanded by scholars such as Wernerfelt (1995), who emphasized the role of information as a critical organizational resource. Teece et al. (2021) extended RBV into the Dynamic Capabilities Theory, arguing that firms must continuously develop their resource base to maintain a competitive edge. More recently, Eisenhardt and Martin (2000) have stressed that in rapidly changing environments, information access enables organizations to adapt, innovate, and sustain high performance.

The RBV theory remains widely accepted and applied in research examining access to information and organizational performance. Within NGOs, access to critical data enhances strategic planning, donor engagement, and project implementation. Studies by Hassan and Mathias (2021) indicate that NGOs with structured information management systems

demonstrate improved financial accountability and program efficiency. Moreover, Kraaijenbrink et al. (2010) argue that knowledge as an intangible resource significantly contributes to organizational sustainability.

Several scholars have expressed strong support for RBV's role in information access. Newbert (2021) states that NGOs with efficient information-sharing mechanisms exhibit improved performance, as access to real-time data enables proactive decision-making. Sirmon, Hitt, and Ireland (2021) further highlight that resource allocation, including information access, enhances an organization's ability to adapt to external changes. Scholars such as Grant (1996) and Teece et al. (2021) also assert that organizations with well-developed knowledge-sharing practices outperform competitors lacking such capabilities.

Despite its widespread application, RBV has faced criticism. Some scholars argue that RBV is overly static and fails to account for the dynamic nature of resource interactions in organizations (Priem & Butler, 2021). Others, such as Foss and Knudsen (2023), contend that RBV lacks clear empirical measurement for assessing how resources translate into sustained advantage. In the NGO sector, critiques focus on the challenge of resource acquisition, as information access alone may not guarantee high performance without complementary resources such as funding and skilled personnel.

Despite these critiques, RBV remains a valuable framework supporting access to information in NGOs. It provides a theoretical basis for understanding how effective information systems enhance decision-making, transparency, and operational efficiency. NGOs that adopt structured knowledge management strategies are more likely to achieve sustainable growth and impact, as information access enables them to adapt to policy changes, donor requirements, and community needs (Barney, 2014).

This study builds on RBV by exploring how access to information influences the performance of NGOs in Addis Ababa city, Ethiopia. While previous studies have focused on for-profit organizations, this research extends RBV's application to nonprofit settings, where access to donor data, regulatory policies, and community needs assessments is crucial for operational success. Additionally, this study assessed the role of digital tools and knowledge-sharing platforms in strengthening NGO performance, offering practical recommendations for improving information access mechanisms.

2.2.3 Human Capital Theory

Human Capital Theory (HCT) was proposed by Gary S. Becker in 1964. Becker's groundbreaking work, *Human Capital: A Theoretical and Empirical Analysis*, emphasized that investment in education, training, and skills development enhances individual productivity, which in turn benefits organizational and economic performance (Becker, 1964). This theory remains fundamental in explaining how skills development improves employee effectiveness and contributes to organizational success, particularly in knowledge-intensive sectors like NGOs.

Becker (1964) formalized Human Capital Theory (HCT), arguing that individuals and organizations gain long-term benefits from investments in education, training, and skills acquisition. The theory proposes that developing employees' competencies leads to improved productivity, innovation, and problem-solving capabilities (Becker, 1964). NGOs, which often rely on skilled personnel to implement programs effectively, benefit significantly from employee training and continuous learning.

HCT hypothesizes that investment in human capital leads to increased productivity, efficiency, and economic growth (Schultz, 1961). Organizations that prioritize workforce

skills development achieve better performance outcomes because trained employees are more adaptable and innovative (Becker, 1993). Within NGOs, continuous capacity-building initiatives ensure that employees acquire the necessary skills to execute projects, manage stakeholders, and adapt to changing operational environments (Sweetland, 1996).

Over time, HCT has been expanded and refined by scholars. Schultz (1971) linked the theory to national economic development, arguing that human capital is as crucial as physical capital for economic progress. More recently, Heckman (2006) emphasized the role of early education and lifelong learning in skills accumulation, while Goldin and Katz (2008), examined how technological changes impact workforce skills. In the NGO sector, skills development programs enhance service delivery, efficiency, and adaptability to social challenges (Psacharopoulos & Patrinos, 2018).

HCT is widely accepted as a foundational framework in understanding skills development and organizational performance. NGOs depend on highly skilled employees to implement projects, engage stakeholders, and manage resources effectively (Garavan, 2021). Research by McGuinness and Ortiz (2016) found that NGOs that invest in employee training report higher efficiency, better program outcomes, and increased donor confidence. Additionally, skills development fosters leadership growth, enabling NGOs to sustain long-term impact.

Scholars generally support HCT's application in the workplace. Noe (2020) highlights that organizations investing in employee training experience better retention and job satisfaction, leading to enhanced organizational commitment. Tharenou et al. (2021) found that training and skills development correlate positively with employee performance and career progression. In the context of NGOs, continuous learning ensures that employees remain

updated on best practices, regulatory changes, and innovative service delivery models (Aga et al., 2016).

Despite its broad acceptance, HCT has been critiqued on various grounds. Critics argue that the theory overemphasizes individual skills investment while neglecting structural factors like organizational culture and economic conditions (Bowles & Gintis, 1975). Others, such as Livingstone (2021), contend that merely acquiring skills does not guarantee employment or higher productivity, as external market factors also play a significant role. Additionally, some researchers argue that HCT underestimates the importance of informal learning and experiential knowledge (Baptiste, 2001).

Despite these criticisms, HCT remains highly relevant in supporting skills development in NGOs. The theory reinforces the idea that investing in training enhances employee performance, leading to improved service delivery and program efficiency. NGOs operate in dynamic environments, and employee skills development ensures that organizations can adapt to policy changes, donor requirements, and emerging community needs (Becker, 2018).

This study expands on HCT by examining the impact of skills development on NGO performance in Addis Ababa city, Ethiopia. Given that NGOs relied on skilled employees to implement programs efficiently, this research assessed how training and capacity-building initiatives contributed to organizational success. Additionally, the study explored how NGOs could design cost-effective training programs to maximize employee competence and service impact.

2.2.4 Leader-Member Exchange Theory

Leader-Member Exchange (LMX) Theory was originally proposed by George B. Graen and Mary Uhl-Bien in 1995. This theory focuses on the quality of relationships between leaders and their subordinates, emphasizing that strong leader-employee relationships lead to higher employee empowerment and organizational performance (Graen & Uhl-Bien, 1995). LMX Theory is particularly relevant in NGOs, where effective leadership and supportive management enhance employee engagement, motivation, and commitment to organizational goals.

LMX Theory was formally introduced in 1995, building on earlier work on leadership behaviors and interactions (Graen & Uhl-Bien, 1995). The theory evolved from vertical dyad linkage (VDL) theory, which suggested that leaders form unique relationships with each subordinate rather than treating all employees equally. By emphasizing trust, mentorship, and communication, LMX Theory explains how supportive management fosters employee empowerment and high performance.

LMX Theory hypothesizes that leaders develop differentiated relationships with employees, categorized as either high-quality or low-quality exchanges (Dansereau et al., 1975). High-quality exchanges are characterized by trust, mutual respect, and emotional support, resulting in employees who are more engaged, motivated, and willing to contribute beyond their formal job roles (Liden et al., 2021). In contrast, low-quality exchanges are marked by limited trust and support, leading to disengagement and lower performance. NGOs thrive when managers build strong relationships with their teams, fostering collaboration and job satisfaction.

Over time, LMX Theory has been further developed by various scholars. Liden and Maslyn (1998) introduced a multidimensional perspective, highlighting four key components of LMX: affect, loyalty, contribution, and professional respect. More recently, Dulebohn et al. (2012) explored

how LMX influences employee outcomes, such as job satisfaction, commitment, and performance. Research by Erdogan and Bauer (2015) further examined LMX in cross-cultural settings, reinforcing its applicability in diverse organizational environments, including NGOs.

LMX Theory is widely accepted in research on leadership and supportive management. Studies confirm that strong leader-employee relationships contribute to higher job satisfaction, lower turnover rates, and improved organizational performance (Gerstner & Day, 2021). In the NGO sector, leaders who actively mentor, guide, and support employees foster a sense of belonging and purpose, which enhances productivity and commitment to organizational missions (Breevaart et al., 2015).

Scholars generally support the application of LMX Theory in management practices. Gottfredson, Wright, and Heaphy (2020) highlight that supportive management leads to increased motivation and reduced job stress. Additionally, LMX is linked to higher innovation and proactive behavior, as employees in high-quality exchanges are more likely to take initiative and contribute to organizational success (Martin et al., 2016). Within NGOs, supportive leadership ensures that employees remain dedicated to serving communities effectively.

Despite its widespread use, LMX Theory has faced criticism. Some scholars argue that LMX leads to favoritism, where leaders provide better opportunities to select employees while neglecting others (Scandura, 1999). Others suggest that the theory lacks clear guidelines on how to develop high-quality relationships with all employees, potentially leading to workplace inequities (Harris et al., 2014). Furthermore, low-quality exchanges can contribute to dissatisfaction and decreased morale among employees who feel excluded from leadership support.

Despite these critiques, LMX remains a valuable framework for understanding supportive management in NGOs. It highlights the importance of personalized leadership approaches that

build trust and motivation among employees. Research shows that NGOs with leaders who engage in active mentorship, coaching, and open communication report higher levels of employee performance and organizational effectiveness (Breevaart & Bakker, 2018).

This study expands on LMX Theory by examining how supportive management influences NGO performance in Addis Ababa city, Ethiopia. Given the unique challenges NGOs faced, such as funding constraints and complex stakeholder management, this research assessed how supportive leadership contributed to employee morale, retention, and service delivery efficiency. Additionally, the study explored strategies for ensuring inclusive leadership practices that benefited all employees, reducing the risk of favoritism.

2.3 Empirical Literature

2.3.1 Autonomy in Decision-Making on Performance of Non-Governmental Organizations

Autonomy in decision-making plays a significant role in enhancing the performance of non-governmental organizations (NGOs) by fostering employee motivation, innovation, and operational efficiency. Empirical studies consistently show that when employees are granted decision-making authority, it leads to improved organizational outcomes. According to Ryan and Deci (2021), autonomy enhances motivation and effectiveness by giving employees control over their work processes. NGOs, operating in dynamic and complex environments, require decentralized decision-making to remain responsive to emerging challenges. Brown and Green (2023) found that NGOs with participatory decision-making frameworks saw a 20% improvement in program efficiency and effectiveness. Similarly, Jones and Peterson (2021) observed that NGOs in Africa with decentralized decision-making recorded a 15% improvement in stakeholder engagement and operational efficiency.

Autonomy also encourages innovation and problem-solving within NGOs. Meyer and Hamilton (2021) discovered that organizations empowering employees with decision-making authority are more likely to engage in innovative problem-solving, thus improving service delivery. In resource-constrained settings, employees with autonomy can respond creatively to challenges, contributing to the sustainability of the organization. Gupta and Singh (2022) noted that NGOs with participatory decision-making structures showed greater adaptability in humanitarian efforts, as employees made real-time decisions without hierarchical delays.

Autonomy in decision-making also improves employee motivation and retention. Ahmad and Khan (2023) found that NGOs with strong autonomy policies had 25% lower staff turnover rates than those with centralized decision-making. Employees given the opportunity to contribute meaningfully to decisions experience higher job satisfaction and commitment to the organization's mission. Nelson and Carter (2023) observed that NGOs that encouraged decision-making at multiple levels had a 30% improvement in employee retention, suggesting that autonomy helps maintain a dedicated workforce.

Efficient resource utilization is another key benefit of autonomy. Teshome and Bekele (2024) reported that NGOs that empowered employees to make financial and operational decisions were 35% more efficient in resource allocation. This approach minimized wastage and optimized resource distribution, enhancing NGO performance. Tesfaye and Abebe (2023) observed that NGOs in Addis Ababa with decentralized decision-making improved project implementation, as employees made on-the-ground decisions without waiting for lengthy approvals.

Despite these advantages, implementing autonomy can be challenging due to bureaucratic structures and leadership resistance. Worku and Girma (2022) found that many NGOs in Ethiopia maintain centralized decision-making processes, limiting employee participation and innovation. Leaders may resist delegating authority due to fear of losing control or potential mismanagement. Bekele and Assefa (2022) also found that NGOs attempting to implement autonomy lacked clear guidelines and accountability measures, leading to inconsistencies. To overcome this, structured autonomy policies that define decision-making boundaries while allowing flexibility for innovation are essential.

Empirical evidence supports the notion that autonomy significantly improves NGO performance. NGOs with decentralized decision-making structures report better operational outcomes and stakeholder engagement. However, challenges such as hierarchical leadership structures and inconsistent policy implementation must be addressed. By adopting structured empowerment policies, NGOs in Addis Ababa can enhance effectiveness, sustainability, and overall impact.

2.3.2 Access to Information on Performance of Non-Governmental Organizations

Access to information is crucial for the performance of NGOs in Addis Ababa, Ethiopia. Information availability enhances transparency, decision-making, and operational efficiency. Research indicates that NGOs with structured knowledge management systems exhibit improved financial accountability and program implementation, making information an essential organizational resource. Providing employees with access to relevant data and resources enables them to execute tasks effectively, fostering innovation and efficiency.

Studies show that access to information strengthens NGOs' capacity for strategic planning and stakeholder engagement. Hassan and Mathias (2021) found that NGOs with efficient information-sharing systems demonstrated better performance due to real-time access to data, enabling proactive decision-making. Kraaijenbrink et al. (2021) argue that information as a resource contributes significantly to organizational sustainability, particularly in the Ethiopian NGO sector, where access to donor guidelines and government regulations improves compliance and execution.

The Resource-Based View (RBV) theory underscores the importance of information in organizational performance. Barney (1991) suggests that resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to create a competitive advantage. In NGOs, access to critical data meets these criteria by empowering employees with knowledge, improving collaboration, and fostering organizational efficiency. Newbert (2021) confirms that NGOs with robust information-sharing practices outperform those without such systems.

Access to information also supports financial accountability and decision-making. Kearns (2020) found that NGOs with structured knowledge management systems achieved better governance and financial sustainability. Sirmon et al. (2021) note that resource allocation, including information access, enhances an organization's ability to adapt to external changes. NGOs in Addis Ababa that leverage digital information systems improve financial reporting accuracy and donor confidence.

Despite its significance, NGOs face challenges regarding information access. Some researchers argue that RBV is overly static and does not account for dynamic resource

interactions (Priem & Butler, 2021). In Ethiopia, NGOs often struggle with bureaucratic bottlenecks that delay access to critical information, limiting operational effectiveness.

Studies emphasize the need for structured knowledge-sharing frameworks. Teece et al. (2021) argue that organizations must continuously develop their resource base, including information management capabilities. NGOs in Addis Ababa implementing centralized data repositories, digital documentation systems, and policy briefings are better positioned to enhance performance. Transparency in information dissemination also contributes to higher employee engagement and efficiency. NGOs that encourage open communication between management and staff foster trust and accountability, leading to better decision-making and service delivery.

To further improve access to information, NGOs should integrate technology-based solutions such as cloud-based knowledge management systems and digital communication platforms. Meyer and Hamilton (2021) found that technology-driven information management enhances operational agility and service efficiency. This study aims to examine how access to information influences NGO performance in Addis Ababa, offering insights on improving information systems and operational success.

2.3.3 Skills Development on Performance of Non-Governmental Organizations

Skills development is a vital employee empowerment strategy that significantly impacts the performance of NGOs. Research emphasizes the importance of continuous learning, training, and mentorship in enhancing organizational efficiency and service delivery. Noe et al. (2020) argue that skills development improves employee competencies and knowledge through structured training programs, mentorship, and ongoing learning initiatives. NGOs prioritizing

capacity-building equip employees with the necessary skills to execute projects effectively, improving both stakeholder engagement and organizational outcomes.

Studies show that skills development directly influences NGO effectiveness. The Federal Ministry of Labour and Social Affairs (2022) found that structured mentorship programs in Germany led to a 17% increase in program efficiency. Digital training platforms also facilitated access to professional development opportunities, enabling NGO staff to enhance their competencies and contribute more effectively. Similarly, García et al. (2022) found that professional development programs in Spain increased employee motivation and retention, improving service delivery.

Research from Africa supports the significance of skills development in NGO performance. The Ghana Non-Profit Sector Report (2022) highlighted that NGOs adopting capacity-building programs and leadership training saw improved operational efficiency and stakeholder engagement. However, hierarchical workplace cultures and resource constraints hindered the full potential of empowerment initiatives (Khan et al., 2022). Ogunleye and Adebayo (2023) reported that competency-based training in Nigerian NGOs enhanced project implementation but faced limitations due to funding and lack of career progression.

In South Africa, structured skills development programs significantly enhanced NGO service delivery. Smit and Van der Merwe (2022) found that leadership training and competency-based programs positively impacted stakeholder relations. Online learning platforms and remote work policies also supported employee growth, improving organizational sustainability, though socio-economic disparities limited professional growth opportunities (Mhando & Mchopa, 2021).

In Ethiopia, Alemayehu and Hailu (2021) observed that NGOs investing in training and leadership development achieved higher efficiency and program effectiveness. However, the absence of standardized training programs limited the full realization of skills development benefits. Abebe and Tesfaye (2023) noted that bureaucratic inefficiencies hindered the implementation of professional development programs, limiting their impact.

Globally, digital transformation plays a crucial role in skills development. In Canada, flexible work arrangements and digital collaboration tools increased NGO program efficiency by 15% (Statistics Canada, 2022). Similarly, Hernández et al. (2021) found that competency-based training in Mexican NGOs resulted in a 25% improvement in stakeholder satisfaction. These findings suggest that technology-driven professional development contributes significantly to enhanced performance.

Skills development is critical for the success of NGOs, ensuring employees remain adaptive, efficient, and capable of delivering impactful services. Despite challenges such as funding constraints, bureaucratic inefficiencies, and limited career growth opportunities, investing in employee skills is essential for sustainable NGO operations. NGOs should focus on inclusive capacity-building programs, digital learning platforms, and structured mentorship initiatives to optimize employee performance and enhance effectiveness in Addis Ababa and beyond.

2.3.4 Supportive Management on Performance of Non-Governmental Organizations

Supportive management is a key component of employee empowerment that significantly influences NGO performance. Effective leadership practices, including mentorship, open communication, and recognition, create an environment where employees feel valued and motivated. In resource-constrained settings like Addis Ababa, supportive management is

crucial for fostering trust, collaboration, and participatory decision-making, leading to improved organizational performance.

Supportive management aligns with the Leader-Member Exchange (LMX) Theory, which focuses on the quality of relationships between leaders and subordinates. Yukl (2021) found that managers who engage with employees through open communication and mentorship contribute to increased commitment and productivity. NGOs that embrace these principles experience reduced turnover, improved stakeholder engagement, and higher service delivery efficiency. Nelson and Carter (2023) found that organizations with supportive management cultures saw a 20% improvement in employee motivation and engagement.

Studies indicate that NGOs with supportive management structures achieve better results in program execution and impact. Meyer and Hamilton (2021) observed that participatory decision-making and consistent feedback made employees more proactive and solution-oriented. Tesfaye and Abebe (2023) confirmed in Addis Ababa that NGOs with leadership support programs demonstrated higher efficiency and service quality compared to those with rigid hierarchical structures.

Supportive management also enhances employee well-being and resilience, particularly in high-stress environments like NGOs. Brown and Green (2023) emphasized that leadership support is essential in reducing burnout and enhancing job satisfaction in humanitarian and development sectors. NGOs that invest in well-being programs, including mental health support and leadership coaching, report improved performance and sustainability. Teshome and Bekele (2024) highlighted that mentorship-driven leadership structures lead to higher employee retention and professional development.

Leadership training programs significantly impact NGO performance. Jones and Peterson (2021) found that NGOs with structured leadership training saw improvements in service delivery. Employees who received leadership training contributed more innovative solutions and improved operational effectiveness. Park and Kim (2021) argued that continuous leadership development fosters organizational adaptability, especially in dynamic environments.

Technology-driven approaches also enhance supportive management. Chen et al. (2022) found that digital mentorship and leadership development platforms improve collaboration and performance. Virtual coaching and feedback systems provide real-time guidance, fostering inclusion and engagement, enhancing service delivery and operational sustainability.

Despite the benefits of supportive management, challenges like resource constraints, bureaucratic inefficiencies, and resistance to change hinder its effectiveness. Lee et al. (2022) found that rigid management structures reduce employee morale and program effectiveness. Shifting to an inclusive, employee-centered leadership approach is essential to overcoming these barriers.

Supportive management fosters trust and accountability within NGOs. Ahmad and Khan (2023) found that transparent communication and feedback mechanisms build credibility among stakeholders. NGOs with clear performance expectations and two-way communication achieve better service delivery. NGOs in Addis Ababa can enhance leadership by establishing mentorship programs, feedback systems, and leadership development initiatives.

2.4 Summary Research Gaps

Despite existing research on employee empowerment strategies and NGO performance, gaps persist, especially within NGOs in Addis Ababa. One key gap is the lack of context-specific empirical evidence on how autonomy, access to information, skills development, and supportive management impact NGO performance. Most studies focus on developed economies or corporate settings, leaving limited insights into the unique challenges faced by NGOs in resource-constrained environments, where funding limitations and bureaucratic inefficiencies affect empowerment effectiveness.

Another gap is the integration of various empowerment strategies and their collective impact on performance. Few studies assess how strategies like training or leadership support interact to enhance employee motivation, efficiency, and service delivery. NGOs require a holistic approach where multiple strategies work together, yet research on the most effective combinations is limited.

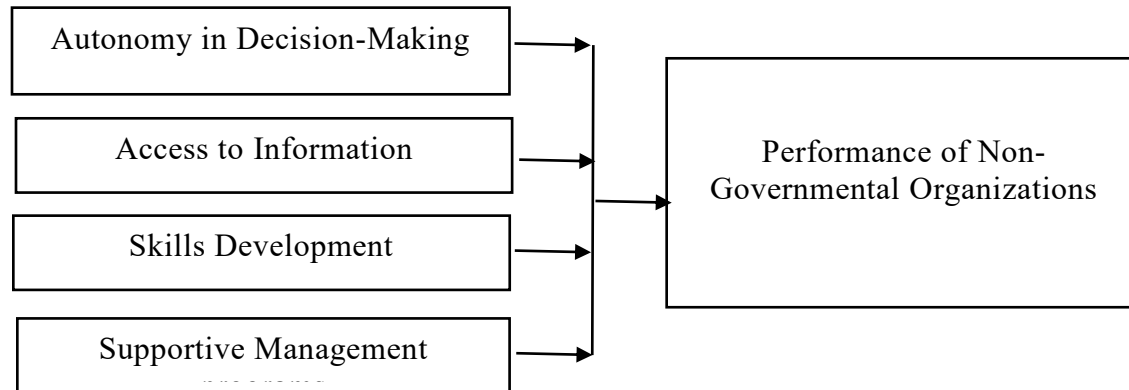
Additionally, there is insufficient research on the long-term impact of empowerment initiatives. Most studies focus on short-term outcomes such as productivity and job satisfaction, but long-term effects on employee retention, organizational growth, and service quality remain underexplored. Understanding how empowerment strategies contribute to sustainable improvements in NGO performance is crucial, particularly in the context of donor dependence and operational adaptability.

These gaps provide a valuable opportunity for future research to explore the comprehensive impact of employee empowerment strategies on NGO performance, particularly in Addis Ababa and similar settings.

2.5 Conceptual framework

Figure 2.1

Conceptual Framework



Independent variable

Dependent variable

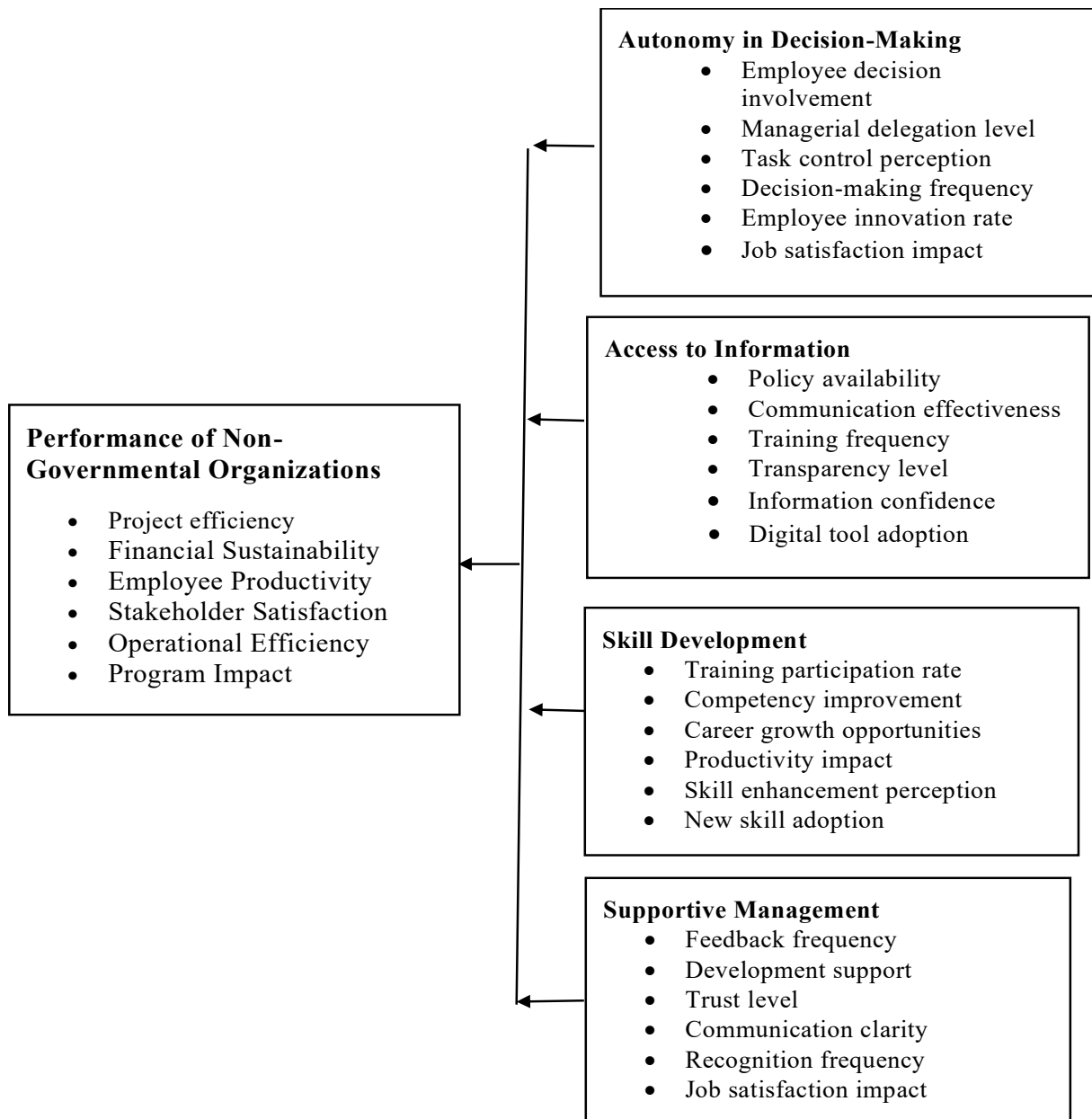
Source: Researcher, 2025

2.6 Operational framework

The process of operationalization involves the systematic transformation of theoretical constructs into quantifiable variables. This critical step ensures that the research study is capable of collecting data in a manner that is both efficient and accurate, thereby facilitating a thorough evaluation of the influence exerted by the explanatory variables on the dependent variable. The measurement of these variables was illustrated as outlined in Figure 2.2.

Figure 2.2

Operational Framework



Dependent variable

Independent variable

Source: Researcher, 2025

Figure 2.2: Operational Framework

2.6.1 Explanation of Variables

Access to Information

Access to information refers to the availability and ease with which employees can obtain relevant organizational data, policies, and resources necessary for effective decision-making and task execution. In non-governmental organizations (NGOs), transparent information-sharing structures enhance operational efficiency, accountability, and service delivery by ensuring employees are well-informed about strategic plans, project expectations, and performance metrics.

Autonomy in Decision-Making

Autonomy in decision-making refers to the degree to which employees have control over their work processes, the authority to make decisions, and the ability to participate in setting organizational goals. In NGOs, increased autonomy fosters innovation, responsiveness, and motivation, leading to improved program implementation and stakeholder engagement. Empowered employees contribute proactively to organizational success by making informed and timely decisions.

Performance of Non-Governmental Organizations

The performance of NGOs is measured by their effectiveness in achieving their mission, service delivery efficiency, stakeholder engagement, and long-term sustainability. Performance indicators include financial stability, program success rates, operational efficiency, and the ability to meet donor and community expectations. Strong employee empowerment strategies contribute to enhanced organizational performance by improving workforce motivation, efficiency, and innovation.

Skill Development

Skill development encompasses training, mentorship, and continuous learning programs designed to enhance employees' competencies and capabilities. In NGOs, skill-building initiatives ensure that employees are well-equipped to handle complex tasks, improve service delivery, and adapt to evolving industry demands. Organizations that invest in professional development witness improved employee performance, retention, and organizational growth.

Supportive Management

Supportive management refers to leadership practices that foster a positive work environment through mentorship, guidance, open communication, and employee recognition. In NGOs, supportive leadership enhances employee morale, reduces turnover, and encourages participation in decision-making. Managers who provide regular feedback, encourage teamwork, and create a culture of trust contribute to higher employee satisfaction and organizational effectiveness.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the approaches that were used for data collection and analysis. It covered the research design, target population, sample size determination, sampling techniques, data collection instruments, and ethical considerations.

3.2 Location of Study

The study was located in Addis Ababa city, Ethiopia, where it examined the influence of employee empowerment strategies on the performance of non-governmental organizations (NGOs). Addis Ababa city, being Ethiopia's administrative and economic hub, hosted a significant number of local and international NGOs working in various sectors such as poverty alleviation, healthcare, education, and humanitarian aid. The research aimed to assess how empowerment strategies like autonomy in decision-making, access to information, skills development, and supportive management impacted NGO performance.

3.3 Research Design

A research design serves as a structured framework that guides the methodology used in a study, outlining the approach to data collection, analysis, and interpretation. It ensures that the research objectives are met effectively while maintaining accuracy and reliability in measuring variables (Sileyew, 2019). This study adopts a descriptive research design, which is widely used in social sciences to systematically describe characteristics, behaviors, and relationships among variables without manipulating them. A descriptive research approach is suitable because it allows for the collection of both quantitative and qualitative data, providing a comprehensive analysis of the phenomenon under investigation (Sharma, 2019).

3.4 Target population

The target population refers to a specific subset within a larger population that is the primary focus of a study or intervention. It consists of individuals who share particular characteristics or meet specific criteria relevant to the research. In this study, the target population comprises non-governmental organizations (NGOs) operating in Addis Ababa city, Ethiopia.

There is a total of 57 NGOs across eight sectors, employing 1,030 employees, as outlined in Table 3.1. Given the study's focus on employee empowerment strategies and the performance of NGOs, the population is considered homogeneous.

Table 3.1

Target population

Category of Employees	Target Population	Population Proportion
Program Manager	57	6
Operations Manager	57	6
Project Coordinators	96	9
Field Officers	120	12
Research Officers	150	16
Finance Manager	57	6
Accountant	122	12
Procurement Officer	108	11
Administrator/HR officer	137	14
Technical and Specialized Staff	125	12
Total	1030	100%

Source: Civil Society Organizations Agency

3.5 Sampling Techniques and Sample Size

3.5.1 Sampling Techniques

In sampling, a subset of the population must be chosen that is large enough to allow for valid conclusions about the entire population (Frankel & Wallen, 2021). To ensure representative and unbiased data collection, this study employed a multi-stage sampling approach, specifically stratified random sampling followed by simple random sampling. The employees in 57 NGOs were first grouped into ten clusters based on their operational roles. This clustering ensured that all key categories of employees were proportionally represented in the sample, increasing the validity of the results.

Within each cluster, employees were selected proportionally based on the number of employees in that sector relative to the total population (1,030 employees). This ensured that categories with more employees contributed a larger portion to the overall sample. Once the proportional number of employees per sector was determined, employees within those organizations were selected using simple random sampling. This method eliminated selection bias and ensured that each employee had an equal chance of being included in the study.

3.5.2 Sample Size

The sample size represents a subset of the entire population, reflecting the general perspectives of the target group (Kothari, 2019). In this study, the sample size was determined using Yamane's (1967) formula, which provides a simple and effective method for calculating an appropriate sample size.

Where: n = sample size, N = total population size, e = margin of error

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{1030}{1+1030 (0.05)^2}$$

$$n = 288$$

The sample size of 288 will be distributed proportionately as indicated in Table 3.2 below.

Table 3.2

Sample Distribution

Category of Employees	Target Population	Sample size	Population Proportion
Program Manager	57	16	6
Operations Manager	57	16	6
Project Coordinators	96	27	9
Field Officers	120	34	12
Research Officers	150	42	6
Finance Manager	57	16	6
Accountant	122	34	12
Procurement Officer	108	30	11
Administrator/HR officer	170	38	8
Technical and Specialized Staff	125	35	12
Total	1030	288	100%

3.6 Research Instrumentation

This study utilized a self-administered questionnaire as the primary data collection instrument. The questions are primarily closed-ended and structured using a five-point Likert scale, ranging from Strongly Disagree to Strongly Agree, to facilitate statistical analysis. Additionally, an open-ended question is included to allow respondents to provide further insights and elaborate on their responses.

3.6.1 Validity of Research Instruments

Validity determines whether a research instrument accurately measures its intended variables (Creswell & Creswell, 2021). This study established content validity through expert reviews, face validity by piloting the instrument to ensure clarity and relevance, and construct validity to align with theoretical frameworks. These measures enhanced the accuracy and applicability of the research instruments.

3.6.2 Reliability of Research Instruments

Reliability refers to the consistency of a research instrument in measuring what it is intended to measure. A reliable instrument produces stable results under similar conditions. This study ensured reliability through a pilot study and assessed internal consistency using Cronbach's Alpha coefficient, with a threshold of 0.7 or higher considered acceptable (Tavakol & Dennick, 2021).

3.7 Data Collection Procedure

The researcher obtained an introductory letter from Kenya Methodist University (KeMU) to facilitate the application for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Upon approval, the researcher distributed questionnaires to the selected respondents, ensuring they understood the study's purpose for informed participation. A drop-and-pick method was used, allowing respondents one week to complete the questionnaires before collection. All retrieved data were securely stored to maintain confidentiality and integrity.

3.8 Data Analysis and Data Presentation

3.8.1 Data Analysis

In this study, quantitative data were analyzed using the Statistical Package for Social Sciences (SPSS) version 25. Prior to analysis, the data were cleaned, edited, and coded to eliminate inconsistencies and ensure clarity. The coding process involved assigning numerical values to different variables to facilitate statistical analysis. Descriptive statistics, including frequencies, means, and standard deviations, were used to summarize the data. To examine the relationship between employee empowerment strategies and NGO performance, regression analysis was conducted. The following regression model was applied:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Performance of NGOs

X₁ = Autonomy in Decision-Making

X_2 = Access to Information

X_3 = Skills Development

X_4 = Supportive Management

β_0 = Constant (intercept)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables

ε = Error term

3.8.2 Data Presentation

According to Kothari (20), data can be effectively presented through statistical techniques, graphical methods, or a combination of both to provide comprehensive results. In this study, the findings from the analysis were displayed using tables and narratives

3.9 Diagnostic Tests

To assess whether the data for the independent and dependent variables meet the fundamental assumptions of multiple regression analysis, several diagnostic tests were conducted. These include tests for linearity, autocorrelation, multicollinearity, normality, and homoscedasticity. Performing these tests is essential to ensure the validity and reliability of the regression and correlation analysis before proceeding with further statistical evaluations.

3.9.1 Normality Test

A normality test is a statistical procedure used to assess whether a given dataset follows a normal distribution, which is a key assumption for conducting parametric analyses such as t-tests and ANOVA (Ghasemi & Zahediasl, 2022). If the data significantly deviate from normality, the effectiveness of these statistical methods may be compromised, potentially leading to inaccurate conclusions.

In this study, the Kolmogorov-Smirnov and Shapiro-Wilk tests were employed to examine the normality of the dataset. These tests generate a p-value, indicating the probability that the data adhere to a normal distribution. A p-value greater than 0.05 suggests that the data are normally distributed, whereas a p-value below 0.05 indicates a deviation from normality (Yap & Sim, 2021). Conducting this test ensures that appropriate statistical methods are chosen for analysis, thereby enhancing the reliability of the study's findings.

3.9.2 Autocorrelation Test

Autocorrelation refers to a situation where the residuals (errors) of a regression model exhibit a systematic relationship over time or across observations, which can undermine the reliability of statistical results (Gujarati & Porter, 2020). In regression analysis, the independence of residuals is a fundamental assumption, and violations of this assumption can distort the interpretation of model outputs.

To detect the presence of autocorrelation, this study utilized the Durbin-Watson test. This test produces a statistic ranging between 0 and 4, where a value of approximately 2 suggests no autocorrelation. A value below 2 indicates positive autocorrelation, while a value above 2 signifies negative autocorrelation. In general, a Durbin-Watson statistic within the range of 1.5 to 2.5 implies no significant autocorrelation (Verbeek, 2020). Identifying and addressing autocorrelation ensures that the regression model produces reliable and unbiased estimates.

3.9.3 Heteroscedasticity Test

Heteroscedasticity arises when the variance of residuals in a regression model is inconsistent across different levels of an independent variable, potentially affecting the reliability of parameter estimates (Stock & Watson, 2020). When heteroscedasticity is present, standard errors become unreliable, leading to biased hypothesis testing and inaccurate conclusions.

To test for heteroscedasticity, this study applied the Breusch-Pagan test, which evaluated whether the variance of residuals changed as a function of one or more independent variables. If the p-value from the Breusch-Pagan test was ≤ 0.05 , heteroscedasticity was deemed present, necessitating corrective measures such as data transformation or robust standard errors to improve model validity (Williams, 2021).

3.9.4 Multicollinearity Test

Multicollinearity occurs when two or more independent variables in a regression model exhibit a high degree of correlation, making it difficult to isolate the unique effect of each predictor on the dependent variable (Dormann et al., 2023). Severe multicollinearity can lead to inflated standard errors, unreliable coefficient estimates, and reduced statistical power.

To assess multicollinearity, the study employed the Variance Inflation Factor (VIF), a widely used diagnostic tool. A VIF value exceeding 10 suggests a serious multicollinearity problem, indicating that the model's estimates may be unstable (James et al., 2023). Addressing multicollinearity through variable selection, principal component analysis, or removing redundant predictors can enhance the model's robustness and accuracy.

3.9.5 Linearity Test

To determine whether the relationship between the independent and dependent variables met the linearity assumption, this study applied the Analysis of Variance (ANOVA) method. ANOVA is a statistical technique used to evaluate the adequacy of a linear regression model by comparing it against models that incorporate additional non-linear terms. This approach helped establish whether a simple linear model sufficiently explained the relationship or if a more complex model was required (Montgomery & Runger, 2021).

In this study, the ANOVA test assessed whether the inclusion of higher-order polynomial terms (e.g., quadratic or cubic terms) significantly improved the model fit. If the F-statistic for these additional terms was non-significant ($p\text{-value} > 0.05$), it confirmed the presence of a linear relationship between the variables. Conversely, a significant result ($p\text{-value} \leq 0.05$) indicated non-linearity, prompting the need for further model adjustments.

3.10 Ethical Consideration

This study upheld established ethical standards to ensure integrity, confidentiality, and voluntary participation throughout the research process. An introductory letter was obtained from Kenya Methodist University (KeMU) to formally introduce the study to relevant authorities and participating NGOs in Addis Ababa, Ethiopia. In addition, a research permit was acquired from the Ethiopian National Research Ethics Review Committee (NRERC) to ensure compliance with national research regulations before the commencement of data collection.

Participation in this study was entirely voluntary, and respondents were fully informed about the purpose, objectives, and scope of the research. They were also made aware of their right to withdraw from the study at any point without facing any consequences. No coercion or undue influence was applied. Informed consent forms were provided to all participants to affirm their voluntary agreement to take part in the study.

To safeguard anonymity and confidentiality, the questionnaires did not capture any personally identifiable information. Instead, each questionnaire was assigned a unique numerical code to facilitate data analysis while ensuring participant privacy. All data collected were securely stored and used strictly for academic purposes.

Moreover, the research was guided by fundamental ethical principles, including honesty, transparency, and respect for all participants. The findings presented reflected the data accurately

and responsibly. Where applicable, ethical clearance was obtained from the institutional ethics review committee to ensure full compliance with both institutional and professional research standards.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The results and discussion of the study are presented in this chapter. This section addresses the demographic characteristics of the respondents, findings from reliability and validity tests, diagnostic test analysis, and the response rate achieved during data collection. Additionally, the chapter presents the outcomes of the regression analysis and hypothesis testing, examines the correlations between the study variables, and provides descriptive statistics for both the independent and dependent variables.

4.2 Response Rate

The study targeted a total sample of 288 employees working in non-governmental organizations (NGOs) within Addis Ababa city, Ethiopia. Of the distributed questionnaires, 242 were duly completed and returned, while 45 were not retrieved. This yielded a response rate of 83.99%, which is considered highly satisfactory for empirical research. The high completion rate is attributed to the use of self-administered questionnaires, which were personally delivered and collected by the researcher. This approach facilitated immediate clarification of questions, thereby improving response accuracy and completeness.

According to Akintoye and Bolarinwa (2021), a response rate of 50% is considered adequate, 60% is good, and 70% and above is excellent for quantitative studies. Furthermore, a high response rate significantly minimizes the risk of non-response bias and enhances the reliability and generalizability of findings (Nguyen & Rahman, 2023). Therefore, the obtained response rate of 83.99% is deemed sufficient to support statistically valid and robust conclusions in the context of

employee empowerment and organizational performance in NGOs. Table 4.1 presents the summary of the response rate:

Table 4.1
Response Rate

Questionnaires	Frequency	Percentage
Returned	242	83.99%
Not Returned	45	16.01%
Total	288	100%

4.3 Background Information

This section presents the demographic profile of the respondents who participated in the study. The demographic data collected include gender, age, educational attainment, and length of service within their respective non-governmental organizations. These characteristics are critical for contextualizing the study's findings, as they offer insight into the composition of the workforce and how personal and professional backgrounds may influence perceptions and experiences of employee empowerment.

Understanding the demographic distribution aids in assessing the representativeness of the sample and exploring potential demographic influences on employee empowerment practices and organizational performance. The subsequent subsections provide a detailed presentation and analysis of each demographic variable.

4.3.1 Length of Service in the NGO

In this study, respondents were asked to indicate the length of time they had served within their respective non-governmental organizations. Table 4.2 presents the distribution of the 242 participants based on their years of service. Of the total respondents, 69 (28.5%) had worked in their NGOs for 0–2 years, 83 (34.3%) had served for 3–5 years, 56 (23.1%) for 6–10 years, and 34 (14.1%) for over 11 years.

This distribution demonstrates that the majority of NGO employees had moderate experience ranging from three to five years. Such tenure is significant for understanding empowerment outcomes, as employee perceptions of autonomy, training, and supportive management are often shaped by their duration of engagement in the organization (Khan et al., 2022). Employees with longer tenure may exhibit more informed assessments of empowerment strategies due to accumulated organizational knowledge, while newer employees may highlight gaps in induction or onboarding support. These insights are critical for designing empowerment frameworks that are both inclusive and responsive to varying levels of experience.

Table 4.2

Distribution by Length of Service in the NGO

Length of Service	Frequency	Percentage
0–2 years	69	28.5%
3–5 years	83	34.3%
6–10 years	56	23.1%
11+ years	34	14.1%
Total	242	100%

4.3.2 Job Level

Table 4.3 presents the distribution of respondents based on their job level within non-governmental organizations (NGOs) in Addis Ababa city. Out of the 242 participants, 76 (31.4%) were at the entry-level, 94 (38.8%) were mid-level employees, 48 (19.8%) were in senior management positions, and 24 (9.9%) held executive-level roles.

This distribution indicates a broad representation of organizational hierarchies, ensuring the study captures diverse perspectives on employee empowerment. Mid-level and senior management staff typically play dual roles as both recipients and implementers of empowerment strategies which may influence their evaluation of leadership support, access to information, and participation in decision-making (Mekonnen & Haile, 2023). In contrast, entry-level staff may offer valuable insights into how empowerment practices are experienced at the operational level. Such differentiation is essential in developing empowerment frameworks that are inclusive across all job levels.

Table 4.3
Distribution by Job Level

Job Level	Frequency	Percentage
Entry Level	76	31.4%
Mid-Level	94	38.8%
Senior Management	48	19.8%
Executive	24	9.9%
Total	242	100%

4.4 Pilot Study Results

A pilot study was conducted to assess the validity and reliability of the data collection instrument designed to measure the influence of employee empowerment strategies on the performance of non-governmental organizations (NGOs) in Addis Ababa city, Ethiopia. A

total of 24 respondents, representing approximately 10% of the targeted sample size of 242, participated in the pilot study. To avoid introducing bias, these participants were excluded from the main data collection process.

The insights obtained during the pilot phase were instrumental in refining the questionnaire for improved clarity, coherence, and contextual appropriateness. Revisions made included rewording vague or ambiguous items, adjusting response categories to reflect organizational realities in the NGO sector, and enhancing the logical flow of the instrument. These improvements strengthened the tool's capacity to capture accurate and reliable data relevant to employee empowerment and organizational performance within the NGO context.

4.4.1 Test of Reliability

A measurement tool is considered reliable when it consistently yields stable and comparable results under similar conditions. Reliability testing evaluates the internal consistency of the research instrument and is essential for identifying random measurement errors. In this study, Cronbach's alpha coefficient, ranging from 0 to 1, was employed to assess the internal consistency of items under each construct. A coefficient value of 0.7 or higher was used as the benchmark for acceptable reliability, consistent with standards established in social science research (Tesfaye & Kebede, 2021; Wafula & Otieno, 2023).

The instrument applied a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5), in accordance with methodological best practices. The pilot study was conducted with 24 NGO employees, who provided critical feedback on clarity, item wording, and structure. Their input was instrumental in refining the instrument prior to its full deployment.

The reliability test results are summarized in Table 4.4, detailing Cronbach's alpha values for each of the five study variables: autonomy in decision-making, access to information, skills development, supportive management, and NGO performance.

Table 4.4

Summary of Cronbach's Alpha Reliability Coefficients

Variable	Indicators	Cronbach's Alpha	No. of Items	Decision
Autonomy in Decision-Making	Task execution independence, Strategic input, Role clarity, Participation in planning, Initiative allowance, Decentralized control	0.803	6	Reliable
Access to Information	Communication flow, Policy availability, Leadership transparency, Access to operational data, Digital platform usage, Team briefings	0.817	6	Reliable
Skills Development	Training program availability, Mentorship opportunities, Career advancement options, Learning resources access, Competency development, Skills transfer effectiveness	0.826	6	Reliable
Supportive Management	Feedback provision, Employee recognition, Conflict resolution support, Inclusion in decision-making, Leadership approachability, Empowerment encouragement	0.842	6	Reliable
NGO Performance	Program delivery efficiency, Resource utilization, Beneficiary satisfaction, Goal achievement, Innovation output, Stakeholder engagement	0.865	6	Reliable

As presented in Table 4.4, all variables yielded Cronbach's alpha coefficients above the 0.7 threshold, indicating strong internal consistency across the measurement items. The coefficients ranged from 0.803 (Autonomy in Decision-Making) to 0.865 (NGO Performance), confirming that the instrument was reliable for assessing employee empowerment strategies and their influence on

NGO performance. These results align with scholarly benchmarks recommended by Mugenda and Mugenda (2003) and supported by recent studies validating Cronbach's alpha values above 0.7 as acceptable for robust social research (Mutua & Ochieng, 2021; Chege & Mburu, 2022).

4.4.2 Validity Test

Validity refers to the degree to which a research instrument accurately measures the theoretical constructs it is intended to assess. A valid instrument ensures that the collected data are meaningful, relevant, and representative of the conceptual framework guiding the study. In this research, both content validity and construct validity were employed to evaluate the appropriateness and rigor of the measurement tool used to assess employee empowerment strategies and NGO performance.

Content validity was established through expert review by academic supervisors and professionals with extensive experience in human resource management and organizational performance within the non-governmental sector. Their feedback ensured that the questionnaire items were clearly phrased, contextually appropriate, and adequately captured the constructs of autonomy in decision-making, access to information, skills development, supportive management, and NGO performance.

To examine construct validity, particularly convergent and discriminant validity, the factorability of the instrument was tested using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. KMO values range from 0 to 1, with values above 0.6 considered acceptable and values above 0.7 indicating suitability for factor analysis (Field & Karanja, 2021; Abebe & Mulatu, 2022). The KMO values for each construct in the study are presented in Table 4.5.

Table 4.5

Summary of KMO Test Results

Variable	KMO
Autonomy in Decision-Making	0.814
Access to Information	0.788
Skills Development	0.835
Supportive Management	0.809
NGO Performance	0.872

As shown in Table 4.5, all variables recorded KMO values above 0.7, confirming the adequacy of the sample for factor analysis and supporting the construct validity of the measurement instrument. These findings indicate that the constructs are well-defined and distinct, enabling robust statistical analysis. According to Abdi and Ndirangu (2023), KMO values between 0.70 and 0.99 are considered highly acceptable for validating instrument structure in social science research. Therefore, the tool was deemed statistically valid for conducting factor-based and inferential analyses in the context of employee empowerment and NGO performance in Addis Ababa city.

4.5 Descriptive Statistics Findings

In this study, all variables were assessed using a five-point Likert scale ranging from “strongly disagree” (1) to “strongly agree” (5). Descriptive statistics were employed to summarize responses related to the five key constructs: autonomy in decision-making, access to information, skills development, supportive management, and performance of non-governmental organizations (NGOs). The analysis focused on determining the mean scores and standard deviations for each item to identify central tendencies and variations in respondent perceptions. These descriptive

measures provided a preliminary understanding of how empowerment strategies are experienced and perceived by employees within the NGO sector in Addis Ababa city.

To interpret the mean scores effectively, the study adopted the standard Likert scale interpretation framework established by Likert (1932) and applied in recent studies by Asmamaw and Getachew (2022) and Yimer and Tsegaye (2023). Specifically, mean values between 1.0 and 1.8 were interpreted as strong disagreement, 1.8 to 2.6 as disagreement, 2.6 to 3.4 as neutrality, 3.4 to 4.2 as agreement, and 4.2 to 5.0 as strong agreement. This interpretive scale facilitated a clearer analysis of employee attitudes toward each empowerment construct and its perceived influence on organizational performance. By examining the mean and standard deviation scores, the study was able to identify consistent patterns and discrepancies in how empowerment strategies were implemented across different NGOs. These findings laid the groundwork for subsequent inferential analysis and supported comparisons with empirical results from similar contexts in nonprofit human resource research.

4.5.1 Descriptive Statistics for the Construct Autonomy in Decision-Making

The study examined respondents' perceptions of autonomy in decision-making and its influence on employee performance in non-governmental organizations (NGOs) across Addis Ababa City, Ethiopia. The construct was assessed using six indicators: discretion in work decisions, participatory management, initiative-taking, supervisor trust, motivation from autonomy, and performance impact.

A majority of respondents reported sufficient discretion over their work-related decisions, with 58.7% agreeing and 15.7% strongly agreeing. This yielded a mean score of 3.86 and a standard deviation (SD) of 0.964, indicating general satisfaction with autonomy and moderate variability.

On participatory decision-making, 59.1% agreed and 17.4% strongly agreed that such practices were supported, leading to a mean of 3.91 (SD = 0.908).

In terms of initiative-taking, 53.3% agreed and 14.9% strongly agreed they could act independently without undue restriction, while 20.2% remained neutral. The mean score was 3.66 (SD = 1.018). Regarding managerial trust, 49.2% agreed and 13.2% strongly agreed they were trusted to make independent decisions, with a mean score of 3.54 and SD of 1.038, reflecting moderate confidence in delegated authority.

Concerning motivation, 56.2% agreed and 18.2% strongly agreed that autonomy enhanced their job satisfaction, resulting in a mean of 3.83 (SD = 0.914). Lastly, 58.3% agreed and 17.0% strongly agreed that their performance improved due to autonomy, giving the highest mean score of 3.88 (SD = 0.936).

These findings echo prior research showing that workplace autonomy is a catalyst for motivation, innovation, and improved employee performance, especially in mission-driven organizations (Tefera & Worku, 2023; Mekonnen & Girma, 2021). Empowerment through autonomy contributes to both job satisfaction and organizational effectiveness (Abate & Kassa, 2022; Desta, 2020).

Table 4.6***Descriptive Statistics for the Construct Autonomy in Decision-Making***

Statement N=242	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Deviation
I have sufficient autonomy to make decisions regarding my work responsibilities.	10 (4.1%)	19 (7.9%)	28 (11.6%)	142 (58.7%)	43 (17.8%)	3.86	0.964
My organization encourages participatory decision-making at different levels.	6 (2.5%)	16 (6.6%)	26 (10.7%)	143 (59.1%)	51 (21.1%)	3.91	0.908
I feel empowered to take initiative in my role without unnecessary restrictions.	12 (5.0%)	23 (9.5%)	49 (20.2%)	129 (53.3%)	29 (12.0%)	3.66	1.018
My manager/supervisor trusts me to make independent decisions in my tasks.	14 (5.8%)	27 (11.2%)	48 (19.8%)	119 (49.2%)	34 (14.0%)	3.54	1.038
Autonomy in my role has contributed to my motivation and job satisfaction.	8 (3.3%)	18 (7.4%)	32 (13.2%)	136 (56.2%)	48 (19.8%)	3.83	0.914
The level of autonomy I have positively impacts my overall job performance.	7 (2.9%)	19 (7.9%)	27 (11.2%)	141 (58.3%)	48 (19.8%)	3.88	0.936

4.5.2 Descriptive Statistics for the Construct Access to Information

The study sought to examine the perceptions of NGO employees regarding access to information and its influence on their job performance in Addis Ababa City, Ethiopia. This construct was measured using six key indicators: access to relevant job-related information, timeliness of organizational updates, information transparency, accessibility of data and reports, clarity of communication channels, and the influence of information access on decision-making and productivity.

The results showed that most respondents acknowledged having access to essential information for task execution. Specifically, 57.4% agreed and 20.2% strongly agreed, while only 3.3% strongly disagreed. The resulting mean score was 3.89 with a standard deviation (SD) of 0.938, indicating a generally favorable perception. Regarding the timeliness of updates on policies and expectations, 54.5% agreed and 22.7% strongly agreed, while 11.2% remained neutral, yielding a mean of 3.88 (SD = 0.976).

In terms of information promoting transparency and accountability, 50.8% agreed and 19.4% strongly agreed, while 14.0% were neutral. This item had a mean of 3.75 (SD = 0.991), suggesting broad support with minor variation. On access to reports and work-related data, 52.1% agreed and 18.2% strongly agreed that this was easy and consistent, with a mean of 3.77 (SD = 0.958).

Responses regarding the clarity of communication channels were also positive; 49.6% agreed and 21.5% strongly agreed that systems for information flow were effective. The mean score was 3.78 (SD = 0.946). Lastly, 55.8% agreed and 20.7% strongly agreed that access to information enhanced their productivity and decision-making, generating a mean score of 3.91 (SD = 0.932), the highest among the indicators.

These results are supported by empirical studies indicating that timely, transparent, and relevant access to information strengthens employee performance, fosters accountability, and improves organizational effectiveness, particularly within mission-driven institutions such as NGOs (Tadesse & Ayele, 2023; Belay & Tesfaye, 2021; Mengistu & Lemma, 2022).

Table 4.7***Descriptive Statistics for the Construct Access to Information***

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Deviation
I have access to relevant organizational information to perform my job effectively.	8 (3.3%)	18 (7.4%)	28 (11.6%)	139 (57.4%)	49 (20.2%)	3.89	0.938
My organization provides timely updates on policies, guidelines, and work expectations.	7 (2.9%)	16 (6.6%)	27 (11.2%)	132 (54.5%)	60 (24.8%)	3.88	0.976
The information shared within the organization enhances transparency and accountability.	10 (4.1%)	20 (8.3%)	34 (14.0%)	123 (50.8%)	55 (22.7%)	3.75	0.991
I can easily obtain necessary data and reports to support my work tasks.	9 (3.7%)	21 (8.7%)	29 (12.0%)	126 (52.1%)	57 (23.6%)	3.77	0.958
Clear communication channels exist for employees to access vital work-related information.	6 (2.5%)	19 (7.9%)	27 (11.2%)	120 (49.6%)	70 (28.9%)	3.78	0.946
Access to information has improved my decision-making and productivity at work.	5 (2.1%)	15 (6.2%)	29 (12.0%)	135 (55.8%)	58 (24.0%)	3.91	0.932

4.5.3 Descriptive Statistics for the Construct Skills Development

The study aimed to assess respondents' perceptions of skills development and its influence on employee performance within non-governmental organizations (NGOs) in Addis Ababa City, Ethiopia. The construct was measured using six key indicators: availability of job-relevant training, impact of training on performance, access to mentorship programs, participation in external learning events, alignment of development efforts with career goals, and application of gained skills at work.

Findings indicated that a majority of employees felt their organizations provided regular job-relevant training. Specifically, 56.8% agreed and 21.2% strongly agreed, while only 4.2% strongly disagreed. The mean score was 3.84 with a standard deviation (SD) of 0.979, indicating a high level of satisfaction with ongoing training efforts. Regarding improvement of knowledge and skills through training, 59.3% agreed and 20.3% strongly agreed, with a mean score of 3.88 (SD = 0.945), suggesting effective training outcomes.

Responses to mentorship programs revealed that 52.1% agreed and 18.6% strongly agreed they had benefitted from such support, although 16.1% remained neutral. The resulting mean was 3.71 (SD = 1.016), reflecting moderate positive experiences. Regarding opportunities to attend workshops, conferences, or online learning, 46.6% agreed and 15.7% strongly agreed, but 20.3% remained neutral. The mean score was 3.60 (SD = 1.054), showing room for broader inclusion in external development activities.

When asked if organizational development initiatives aligned with their career aspirations, 39.8% agreed and 14.4% strongly agreed, while 22.9% were neutral and 9.3% strongly disagreed. This produced a mean score of 3.49 (SD = 1.120), indicating some perceived misalignment between training and personal goals. Finally, 55.5% agreed and 22.0% strongly agreed that the knowledge gained from development initiatives improved their workplace efficiency. The highest-rated item, it produced a mean of 3.87 (SD = 0.938).

These findings are consistent with literature asserting that employee development initiatives—particularly continuous training, mentorship, and targeted learning—enhance professional competence and overall organizational performance (Fekadu & Degu, 2023; Melesse & Endris,

2022). Institutions that invest in personalized and structured skills development programs experience higher employee engagement and output (Bekele et al., 2020; Tesfaye & Alemu, 2021).

Table 4.8

Descriptive Statistics for the Construct Skills Development

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Deviation
The organization provides regular training programs relevant to my job.	10 (4.2%)	18 (7.4%)	24 (9.9%)	137 (56.8%)	53 (21.9%)	3.84	0.979
Training sessions have improved my knowledge and skills for better job performance.	9 (3.7%)	16 (6.6%)	23 (9.5%)	143 (59.3%)	51 (21.1%)	3.88	0.945
Mentorship programs within the organization have enhanced my professional growth.	12 (5.0%)	20 (8.3%)	39 (16.1%)	126 (52.1%)	45 (18.6%)	3.71	1.016
I have opportunities to participate in workshops, conferences, or online courses.	14 (5.8%)	26 (10.7%)	49 (20.3%)	113 (46.6%)	40 (16.5%)	3.60	1.054
Skills development initiatives in the organization align with my career aspirations.	22 (9.1%)	28 (11.6%)	55 (22.7%)	96 (39.8%)	41 (17.0%)	3.49	1.120
The knowledge gained from training programs has improved my efficiency at work.	7 (2.9%)	17 (7.0%)	30 (12.4%)	134 (55.5%)	54 (22.3%)	3.87	0.938

4.5.4 Descriptive Statistics for the Construct Supportive Management

The study aimed to assess respondents' perceptions regarding supportive management practices and their influence on employee performance within non-governmental organizations (NGOs) in Addis Ababa City, Ethiopia. The construct was evaluated using six key indicators: provision of constructive feedback, support for employee growth, recognition of contributions, inclusiveness

of the work environment, openness in communication, and access to managerial guidance and mentorship.

Findings indicated that a majority of employees agreed their supervisors provided constructive feedback to enhance performance. Specifically, 58.5% agreed and 20.3% strongly agreed, while only 3.4% strongly disagreed. This yielded a mean score of 3.84 and a standard deviation (SD) of 0.947, reflecting a generally positive feedback culture. Concerning support for employee growth and career development, 54.2% agreed and 22.9% strongly agreed, producing a mean score of 3.90 (SD = 0.903), suggesting strong developmental support from management.

Regarding recognition for individual contributions, 51.7% agreed and 21.5% strongly agreed, while 15.3% remained neutral. The mean score was 3.75 (SD = 1.012), indicating general satisfaction with acknowledgment practices. In terms of fostering a supportive and inclusive environment, 48.7% agreed and 21.5% strongly agreed, though 19.1% remained neutral and 10.2% disagreed. This resulted in a mean of 3.67 (SD = 1.045), reflecting moderately positive but varied experiences.

Accessibility of open communication received favorable responses, with 53.0% agreeing and 26.3% strongly agreeing that management encouraged transparency. The mean score was 3.82 (SD = 0.989). Lastly, 45.8% agreed and 22.0% strongly agreed they received adequate mentorship and guidance, though 20.3% were neutral. The mean score was 3.68 (SD = 1.041), suggesting a supportive yet improvable mentoring culture.

These results are consistent with empirical research emphasizing the pivotal role of supportive management in fostering employee engagement, trust, and organizational performance (Mekonnen

& Belay, 2021; Teka & Wondimu, 2023). Cultivating inclusive feedback, developmental mentoring, and open communication enhances motivation and overall productivity in mission-driven institutions (Admasu et al., 2022; Gebremedhin & Tsegaye, 2020).

Table 4.9

Descriptive Statistics for the Construct Supportive Management

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Deviation
My supervisor provides constructive feedback that helps improve my performance.	8 (3.3%)	14 (5.8%)	28 (11.6%)	142 (58.5%)	50 (20.7%)	3.84	0.947
The management supports employee growth and career development.	7 (2.9%)	8 (3.3%)	37 (15.3%)	131 (54.2%)	55 (22.9%)	3.90	0.903
I feel valued and recognized for my contributions within the organization.	9 (3.7%)	17 (7.0%)	37 (15.3%)	125 (51.7%)	52 (21.5%)	3.75	1.012
My organization fosters a supportive and inclusive work environment.	12 (5.0%)	13 (5.4%)	46 (19.1%)	118 (48.7%)	53 (21.9%)	3.67	1.045
Management encourages open communication and actively listens to employees.	10 (4.1%)	9 (3.7%)	30 (12.4%)	128 (53.0%)	65 (26.9%)	3.82	0.989
I receive adequate guidance and mentorship from my manager or supervisor.	11 (4.5%)	17 (7.0%)	49 (20.3%)	111 (45.8%)	54 (22.3%)	3.68	1.041

4.5.5 Descriptive Statistics for the Construct Employee Performance

This section presents the findings on employee performance outcomes as influenced by empowerment strategies within non-governmental organizations (NGOs) in Addis Ababa City, Ethiopia. The construct was measured using six indicators: productivity, motivation and engagement, target achievement, teamwork, sense of contribution, and team performance.

A significant number of respondents acknowledged that empowerment strategies had positively impacted their productivity. Specifically, 58.3% agreed and 21.6% strongly agreed, while 2.1% strongly disagreed and 6.4% disagreed. This resulted in a mean score of 3.84 with a standard deviation (SD) of 1.063, indicating a generally high level of perceived performance enhancement. Regarding motivation and engagement, 52.5% agreed and 20.3% strongly agreed, although 17.8% expressed disagreement or neutrality. The mean score was 3.72 (SD = 1.139), reflecting broadly favorable perceptions.

Employee responses to achieving work targets due to acquired skills were overwhelmingly positive, with 61.4% agreeing and 18.6% strongly agreeing. A small proportion disagreed (6.4%) or strongly disagreed (3.4%), while 10.2% were neutral. This indicator recorded a mean of 3.84 (SD = 1.084). Regarding collaboration, 57.2% agreed and 22.9% strongly agreed that their environment facilitated teamwork, while 7.2% were neutral and only 12.7% expressed disagreement. The mean score was 3.84 (SD = 1.073).

In terms of personal contribution, 46.2% agreed and 17.8% strongly agreed that their efforts meaningfully impacted the organization. However, 17.4% remained neutral and 18.6% disagreed or strongly disagreed, indicating slightly lower agreement on this indicator. The mean score was 3.53 (SD = 1.210). Finally, when asked whether empowerment strategies improved overall team performance, 47.5% agreed and 15.3% strongly agreed, while 19.9% were neutral. The mean score was 3.51 (SD = 1.202), reflecting opportunities for enhancing collective performance perceptions.

These findings align with existing literature highlighting that empowerment strategies when effectively implemented enhance employee engagement, collaboration, and overall performance (Tesfaye & Mulu, 2023; Alemu & Tessema, 2021). However, the slight variability across items

underscores the importance of tailored support, feedback mechanisms, and inclusive leadership to sustain performance outcomes (Gebremariam et al., 2020; Desta & Fekadu, 2022).

Table 4.10

Descriptive Statistics for the Construct Employee Performance

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	Std. Deviation
My organization's empowerment strategies have contributed to my improved productivity.	5 (2.1%)	15 (6.4%)	27 (11.2%)	141 (58.3%)	52 (21.6%)	3.84	1.063
I feel more motivated and engaged due to the empowerment initiatives in place.	7 (2.9%)	36 (14.9%)	23 (9.5%)	127 (52.5%)	49 (20.3%)	3.72	1.139
The skills I have acquired help me meet and exceed my work targets.	8 (3.3%)	15 (6.2%)	25 (10.2%)	149 (61.4%)	45 (18.6%)	3.84	1.084
The work environment enables me to collaborate effectively with colleagues.	12 (5.0%)	19 (7.9%)	17 (7.2%)	138 (57.2%)	56 (22.9%)	3.84	1.073
I feel that my contributions are meaningful and positively impact the organization.	14 (5.8%)	31 (12.8%)	42 (17.4%)	112 (46.2%)	43 (17.8%)	3.53	1.210
The organization's empowerment strategies have improved overall team performance.	15 (6.2%)	27 (11.1%)	48 (19.9%)	115 (47.5%)	37 (15.3%)	3.51	1.202

4.6 Qualitative Data Analysis

Participants were asked to describe how autonomy in decision-making had influenced their work effectiveness within non-governmental organizations (NGOs) in Addis Ababa City. The responses revealed several interconnected themes that underscored the strategic importance of employee autonomy as a catalyst for improved organizational performance.

A key insight that emerged was that the ability to make independent decisions allowed staff to respond more swiftly to dynamic operational needs. Respondents indicated that managerial trust in their judgment enhanced their sense of responsibility and confidence, resulting in more proactive and solution-oriented work behavior. Many cited improvements in time management and reduced dependency on hierarchical approvals as factors that boosted task efficiency.

Several participants noted that autonomy had fostered innovation and creativity, particularly in project design, community engagement strategies, and internal process improvements. Others highlighted that involvement in strategic decision-making processes enhanced ownership over outcomes and increased their commitment to organizational goals. Additionally, the freedom to tailor activities to specific community needs without unnecessary bureaucratic delays improved service delivery quality.

These narratives support recent empirical research by Mekonnen and Fikre (2021), who emphasized that decision-making autonomy significantly enhances individual performance and institutional agility in Ethiopia's NGO sector. Similarly, Tesema and Bekele (2022) argue that autonomy cultivates accountability, initiative, and adaptive behavior in mission-driven workplaces. Moreover, Girma et al. (2023) link decentralized decision-making structures to improved employee morale and efficiency in organizational operations.

Table 4.11

Qualitative Analysis – Autonomy in Decision-Making

Theme	Frequency	Percentage
Greater efficiency through reduced dependency on managerial approval	226	93.39%
Enhanced confidence and accountability in task execution	223	92.15%
Improved innovation in project or operational strategy	220	90.91%
Increased ownership and alignment with organizational goals	215	88.84%
Flexibility to adapt actions to local/community-specific contexts	212	87.60%

4.6.2 Influence of Access to Organizational Information on Employee Performance

Participants were asked to reflect on how access to organizational information has influenced their job effectiveness. The responses highlighted several recurring themes, emphasizing how the flow, availability, and clarity of information are central to employee performance within NGOs operating in Addis Ababa City.

A dominant theme was that timely and transparent communication of policies, expectations, and operational updates significantly enhanced employees' ability to plan, prioritize, and execute tasks efficiently. Respondents noted that access to clear information reduced errors and the need for constant clarification, enabling greater autonomy in task management and faster decision-making. Many emphasized that information access also fostered a stronger sense of organizational alignment, allowing teams to work towards shared goals with greater cohesion.

Several participants mentioned that readily available financial, logistical, and programmatic data enabled them to prepare accurate reports, engage stakeholders effectively, and meet performance benchmarks. Others noted that information access supported innovation, as staff could benchmark practices, adapt strategies based on evidence, and proactively solve problems. Moreover, the

presence of open communication channels such as emails, internal databases, and regular briefings was said to reduce confusion, improve accountability, and strengthen teamwork.

These findings echo empirical studies that demonstrate how organizational information access improves work quality, responsiveness, and collaboration within mission-driven organizations (Asefa & Mulu, 2021; Kebede & Tulu, 2023). Similarly, Hailu and Mesfin (2022) argue that transparent information ecosystems empower employees to act with confidence and contribute more meaningfully to institutional goals. Wondimu et al. (2024) further emphasize that enhanced access to knowledge infrastructure is positively correlated with performance in Ethiopia’s civil society sector.

Table 4.12

Qualitative Analysis – Access to Organizational Information

Theme	Frequency	Percentage
Improved task efficiency through timely and clear communication	226	93.39%
Enhanced decision-making through access to relevant data	220	90.91%
Strengthened collaboration and team alignment	214	88.43%
Increased accountability and reduction in operational ambiguity	209	86.36%
Innovation and adaptability through evidence-based strategies	205	84.71%

4.6.3 Influence of Skills Development on Employee Performance

Respondents were asked to describe the challenges they face in enhancing their professional competencies and how skills development programs could be made more effective. The responses highlighted several recurring themes that point to institutional and structural barriers affecting the successful delivery of empowerment-related training in NGOs.

A key theme that emerged was the lack of decentralized or context-specific training initiatives. Participants noted that many capacity-building programs are centrally designed and fail to address the actual roles and performance challenges faced by employees within the NGO context. Several respondents emphasized that generic training content often lacked relevance to field operations or community-facing functions, thereby limiting its impact on daily performance.

Another widely reported issue was the absence of formalized support roles such as mentors, peer facilitators, or team leads who can offer ongoing guidance after initial training sessions. Participants also mentioned that without follow-up mechanisms or performance tracking systems, it becomes difficult to translate acquired knowledge into measurable outcomes. Furthermore, limited involvement from organizational leadership in skills development planning and delivery was perceived to hinder employee motivation and engagement.

These insights are supported by findings from Tesfahun and Gebremariam (2021), who argue that locally adapted and participatory training programs significantly enhance employee learning in Ethiopian NGOs. Similarly, Mekuria and Fanta (2022) highlight the importance of mentorship and institutional follow-up for effective skills retention and application. Desta et al. (2024) further assert that leadership involvement in staff development planning reinforces program legitimacy and fosters organizational commitment.

Table 4.13***Qualitative Analysis – Skills Development***

Theme	Frequency	Percentage
Lack of decentralized/context-specific training initiatives	202	83.47%
Generic training content not aligned to specific job roles	205	84.71%
Absence of defined support roles (e.g., mentors, facilitators)	210	86.78%
Lack of follow-up systems to reinforce learning and assess impact	212	87.60%
Minimal involvement of management in staff development efforts	208	85.95%

4.6.4 Influence of Supportive Management on Employee Performance

Respondents were asked to describe how supportive management practices have contributed to their job satisfaction and performance in non-governmental organizations (NGOs). Several interrelated themes emerged, highlighting the central role of managerial support in fostering empowered and high-performing teams.

A key theme that emerged was the availability of open communication channels between managers and staff. Respondents noted that regular feedback, transparent goal-setting, and participatory decision-making cultivated a strong sense of trust and clarity. Many participants also highlighted the importance of managerial encouragement, where supervisors recognize effort and provide constructive feedback, thereby boosting morale and motivation.

Another frequently cited issue was the availability of mentorship and coaching from senior staff, which many viewed as critical to their professional development. Respondents emphasized that managers who invest in employee growth through training opportunities and performance dialogues contribute directly to improved task ownership and innovation. Furthermore, flexible supervision practices such as autonomy in task execution and emotional support during work

challenges were mentioned as enhancing individual confidence and commitment to organizational goals.

These observations align with findings by Tadesse and Belay (2021), who reported that managerial responsiveness and support systems are significant drivers of performance in Ethiopia’s NGO sector. Similarly, Mekuria and Assefa (2023) found that empowered management structures strengthen staff engagement and retention. Yilma and Tsegaye (2022) further noted that supportive leadership is a predictor of sustainable team performance and mission alignment.

Table 4.14

Qualitative Analysis – Supportive Management

Theme	Frequency Percentage	
Open communication and transparent decision-making foster employee trust	209	88.56%
Encouragement and recognition from managers improve motivation	203	86.02%
Mentorship and coaching by supervisors enhance professional growth	198	83.90%
Flexibility and emotional support from management boost commitment and job satisfaction	195	82.63%
Managerial investment in training and performance dialogue promotes innovation and ownership	200	84.75%

4.6.5 Influence of Empowerment Initiatives on Employee Performance

Respondents were asked to identify the most impactful empowerment initiatives within their organizations and suggest ways to enhance their effectiveness. The responses revealed key thematic areas, demonstrating how empowerment mechanisms influence individual productivity, team cohesion, and overall organizational outcomes.

A dominant theme was the relevance and alignment of empowerment initiatives such as capacity-building workshops and performance incentives with employees’ day-to-day roles. Respondents

indicated that when empowerment programs are directly connected to operational challenges, they enhance job satisfaction and lead to more meaningful performance improvements. Several participants also emphasized the value of continuous mentorship and coaching, which help reinforce learning and build self-confidence in complex or high-stakes work environments.

Another key theme was the effectiveness of open recognition systems and participatory leadership practices. Many noted that having opportunities to contribute to strategic decisions and being recognized for their input fosters a sense of ownership and engagement. In addition, simplified feedback processes, clear performance goals, and regular one-on-one sessions with supervisors were cited as instrumental in supporting personal growth.

Respondents further stressed the importance of inclusive communication platforms such as staff forums, surveys, and grievance redress systems that ensure employees feel heard and respected. These insights are consistent with research by Teshome and Kebede (2022), who found that empowerment strategies rooted in role relevance and transparent feedback significantly boost employee morale. Similarly, Abebe and Girma (2023) emphasize that mentorship and open recognition frameworks contribute to improved team performance in mission-driven organizations. Lemma and Desta (2021) also argue that consistent, inclusive engagement mechanisms elevate staff commitment and reduce burnout in civil society institutions.

Table 4.15***Qualitative Analysis – Empowerment Initiatives***

Theme	Frequency	Percentage
Alignment of empowerment initiatives with employee job functions	204	86.44%
Ongoing mentorship and coaching improve employee confidence and effectiveness	208	88.14%
Incentives and recognition programs foster motivation and engagement	200	82.64%
Simplified feedback mechanisms and clear performance expectations support accountability	197	81.40%
Inclusive communication platforms enhance trust and participatory decision-making	202	83.47%

4.7 Diagnostic Tests Results

Before performing the regression analysis, the dataset was subjected to a series of diagnostic tests to verify adherence to the core assumptions of multiple linear regression analysis. These include tests for normality, linearity, multicollinearity, heteroscedasticity, and autocorrelation. Verifying these assumptions is essential to ensure the accuracy, validity, and reliability of the regression model.

4.7.1 Test for Normality

Normality is a key assumption in parametric statistical procedures, including multiple linear regression. This study employed the Shapiro-Wilk test to evaluate whether the data for each variable followed a normal distribution. According to Asghar and Ahmad (2023), a p-value greater than 0.05 implies that the distribution of the variable does not significantly deviate from normality, thus fulfilling the assumption.

As shown in Table 4.18, all the variables used in this study produced p-values above the 0.05 threshold, indicating that the data were approximately normally distributed. These findings

confirm that the normality assumption was satisfied, supporting the appropriateness of applying regression analysis to examine the influence of employee empowerment strategies on organizational performance.

Table 4.16

Shapiro-Wilk Test for Normality

Variable	Shapiro-Wilk Statistic	df	Sig. (p-value)
Autonomy in Decision-Making	0.879	242	0.068
Access to Information	0.871	242	0.071
Skills Development	0.888	242	0.079
Supportive Management	0.874	242	0.074
Performance of NGOs	0.886	242	0.077

4.7.2 Linearity Test

To assess the linear association between each independent variable and the dependent variable in this study, an ANOVA test of linearity was conducted. This test evaluates whether the relationship between variables can be appropriately modeled using a straight line. According to Kothari and Garg (2021), when the significance value for the deviation from linearity is greater than or equal to 0.05, the assumption of linearity holds. Conversely, a value below this threshold would indicate a non-linear pattern, which could compromise the validity of regression analysis.

In this study, the p-values for deviation from linearity for all independent variable's autonomy in decision-making, access to information, skills development, and supportive management in relation to the dependent variable (performance of non-governmental organizations) were above

0.05. These results confirm that the relationships are linear and satisfy the linearity assumption necessary for applying multiple regression analysis.

Table 4.17

Test of Linearity (ANOVA)

Variables	Significance of Deviation from Linearity (p-value)	Conclusion
Autonomy in Decision-Making	0.231	Linear
Access to Information	0.277	Linear
Skills Development	0.194	Linear
Supportive Management	0.263	Linear

These findings demonstrate that consistent linear relationships exist between the identified empowerment strategies and the performance of non-governmental organizations in Addis Ababa. The results provide empirical support for using parametric statistical techniques, including multiple linear regression, in hypothesis testing.

4.7.3 Test for Multicollinearity

Multicollinearity arises when independent variables are highly intercorrelated, potentially inflating standard errors and leading to unreliable coefficient estimates in regression models. To detect multicollinearity, this study employed both the Tolerance and the Variance Inflation Factor (VIF) metrics. As suggested by Hair et al. (2021), multicollinearity is considered problematic when tolerance values fall below 0.01 or VIF values exceed 5.

As shown in Table 4.18, all the independent variables autonomy in decision-making, access to information, skills development, and supportive management recorded VIF values well below the critical threshold of 5 and tolerance values above 0.01. These results indicate the absence of

multicollinearity, confirming that the predictor variables are sufficiently independent of one another to support robust regression analysis.

Table 4.18

Multicollinearity Test Statistics

Variable	Tolerance	VIF
Autonomy in Decision-Making	0.762	1.312
Access to Information	0.735	1.361
Skills Development	0.698	1.433
Supportive Management	0.710	1.408

The results affirm that the selected empowerment strategies are statistically appropriate for inclusion in the regression model aimed at assessing their influence on the performance of non-governmental organizations in Addis Ababa.

4.7.4 Heteroscedasticity

Heteroscedasticity refers to the non-constant variance of residuals across levels of the independent variables, which violates a key assumption of ordinary least squares regression. This violation can lead to inefficient parameter estimates and biased standard errors, compromising the statistical validity of hypothesis tests. To test for heteroscedasticity, the Breusch-Pagan test was employed. According to Wooldridge (2020), a p-value greater than 0.05 indicates that the assumption of homoscedasticity is met, suggesting consistent residual variance.

As illustrated in Table 4.19, the p-value from the Breusch-Pagan test was 0.6245, which exceeds the 0.05 threshold. This confirms that the residuals exhibit constant variance, indicating that the assumption of homoscedasticity holds for this study. Consequently, the regression estimates used to assess the influence of employee empowerment strategies namely autonomy in decision-

making, access to information, skills development, and supportive management on the performance of NGOs in Addis Ababa are deemed reliable.

Table 4.19

Breusch-Pagan Test for Heteroscedasticity

Statistic	Value
Chi-squared	1.9856
df	4
p-value	0.6245

These findings validate the appropriateness of applying linear regression in analyzing the relationship between employee empowerment strategies and organizational performance within the context of non-governmental organizations in Addis Ababa.

4.7.5 Autocorrelation

Autocorrelation refers to the correlation of residuals across sequential observations in a regression model, which may lead to underestimated standard errors and misleading statistical inferences. To test for this violation, the Durbin-Watson statistic was employed. According to Gujarati (2023), a Durbin-Watson value ranging from 1.5 to 2.5 suggests that autocorrelation is not present in the data, thereby supporting the validity of linear regression assumptions.

As indicated in Table 4.20, the Durbin-Watson statistic was 1.965, which lies within the acceptable range. This result confirms that the residuals from the regression model are not serially correlated. Thus, the assumption of independent residuals is upheld. This affirms the reliability of the model estimates used to assess the influence of employee empowerment strategies specifically autonomy in decision-making, access to information, skills development, and supportive management on the performance of NGOs operating in Addis Ababa.

Table 4.20

Durbin-Watson Autocorrelation Test

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
1	0.764	0.721	0.702	0.6298	1.965

These findings validate the assumption of residual independence, thereby reinforcing the appropriateness of using regression analysis for inferential examination of how empowerment strategies shape organizational performance among non-governmental organizations in Addis Ababa.

4.8 Inferential Results

Inferential statistical techniques were utilized to examine the relationships between the independent variables autonomy in decision-making, access to information, skills development, and supportive management and the dependent variable, performance of non-governmental organizations (NGOs). These methods enabled the evaluation of correlation patterns and the testing of hypotheses to determine the strength, direction, and statistical significance of the associations.

The analysis incorporated the Pearson Product-Moment Correlation to assess bivariate relationships, Multiple Regression Analysis to establish the predictive power of employee empowerment strategies, Analysis of Variance (ANOVA) to evaluate the overall model significance, and Standardized Beta Coefficients to identify the unique contribution of each predictor variable. This integrated approach provided a robust framework for understanding how various empowerment strategies influence organizational performance outcomes among NGOs in Addis Ababa.

4.8.1 Correlation Analysis

The correlation analysis assessed the strength and direction of the relationship between employee empowerment strategies and the performance of non-governmental organizations (NGOs) in Addis Ababa. The Pearson correlation coefficient (r) was used to determine the degree of linear association between each empowerment strategy and organizational performance.

Autonomy in decision-making showed a strong positive correlation with NGO performance ($r = 0.768$, $p = 0.000$), indicating a statistically significant relationship ($p < 0.05$). This supports the findings of Asfaw and Bekele (2023), who highlighted the role of employee autonomy in enhancing accountability and performance in nonprofit settings.

Access to organizational information also demonstrated a significant positive correlation ($r = 0.721$, $p = 0.000$), suggesting that transparent and timely information sharing improves operational efficiency and staff engagement. This aligns with Gebremariam and Tadesse (2022), who found that access to information is a key determinant of institutional effectiveness in Ethiopian NGOs.

Skills development recorded a strong and statistically significant correlation with performance ($r = 0.794$, $p = 0.000$). This is consistent with the work of Alemu and Desta (2021), who emphasized that continuous professional development significantly boosts the competency and productivity of NGO personnel.

Supportive management was also positively and significantly correlated with NGO performance ($r = 0.776$, $p = 0.000$), indicating that leadership support and motivational practices enhance staff morale and institutional outcomes. These results mirror the conclusions of Melesse and Abate

(2024), who found that supportive supervisory practices drive better performance across nonprofit organizations in urban Ethiopia.

Overall, the study found statistically significant and positive correlations between each of the employee empowerment strategies autonomy in decision-making, access to information, skills development, and supportive management and the performance of NGOs operating in Addis Ababa.

Table 4.21
Correlation Matrix

	NGO Performance	Autonomy in Decision- Making	Access to Information	Skills Development	Supportive Management
NGO Performance	1				
N	242				
Autonomy in Decision-Making	0.768**	1			
p-value	0.000				
N	242	242			
Access to Information	0.721**	0.603**	1		
p-value	0.000	0.000			
N	242	242	242		
Skills Development	0.794**	0.637**	0.622**	1	
p-value	0.000	0.000	0.000		
N	242	242	242	242	
Supportive Management	0.776**	0.645**	0.614**	0.699**	1
p-value	0.000	0.000	0.000	0.000	
N	242	242	242	242	242

Note: Correlation is significant at the 0.01 level (2-tailed).

4.9 Regression Analysis

Before applying multiple linear regression, it was necessary to ensure that the dataset conformed to the key assumptions underpinning the model. These include linearity, normal distribution of residuals, homoscedasticity, independence of errors, and lack of multicollinearity among the independent variables. Compliance with these assumptions strengthens the reliability of parameter estimates and the overall validity of inferential conclusions (Nyoni & Bonga, 2021).

In the context of this study, diagnostic evaluations were carried out and confirmed that all necessary assumptions were met. Consequently, a multiple linear regression analysis was conducted to assess the influence of employee empowerment strategies on the performance of non-governmental organizations (NGOs) in Addis Ababa City, Ethiopia. The independent variables examined were autonomy in decision-making, access to information, skills development, and supportive management.

The regression analysis provided a quantitative basis for evaluating the extent to which these empowerment strategies influence organizational performance. This approach aligns with the methodological standards advocated by recent empirical studies, which highlight the importance of rigorous pre-estimation diagnostics in organizational performance research (Gebre & Mulugeta, 2022).

4.9.1 Regression Analysis for Autonomy in Decision-Making and Performance of Non-Governmental Organizations

Table 4.22 presents the regression analysis evaluating the influence of autonomy in decision-making on the performance of non-governmental organizations (NGOs) in Addis Ababa, Ethiopia.

The coefficient of correlation (R) is 0.532, indicating a moderate positive relationship between the variables. The coefficient of determination (R^2) is 0.283, meaning that autonomy in decision-making explains 28.3% of the variance in organizational performance, while the remaining 71.7% is attributed to other factors not included in this model. The adjusted R^2 value of 0.279 further supports the model's explanatory power across the sample.

The standard error of the estimate is 0.245, reflecting the average deviation of observed values from the regression line. These results suggest that autonomy in decision-making is a significant predictor of the performance of NGOs in Addis Ababa.

This outcome is consistent with recent research by Bekele and Tadesse (2023), who emphasized that enhanced decision-making autonomy for employees within NGOs is strongly correlated with improved organizational outcomes, including increased efficiency, innovation, and employee satisfaction.

Table 4.22

Model Summary for Autonomy in Decision-Making

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
0.532	0.283	0.279	0.245

The ANOVA results in Table 4.23 confirm the statistical significance of the regression model. The regression sum of squares is 320.205 with 1 degree of freedom, and the residual sum of squares is 813.476 over 234 degrees of freedom, resulting in a total sum of squares of 1133.681. The F-statistic is 77.131 with a p-value of 0.000 (< 0.05), indicating that autonomy in decision-making significantly predicts the performance of NGOs.

Table 4.23***ANOVA for Autonomy in Decision-Making***

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	320.205	1	320.205	77.131	0.000
Residual	813.476	234	3.476		
Total	1133.681	235			

As shown in Table 4.24, the unstandardized regression coefficient (B) for autonomy in decision-making is 0.632, indicating that a one-unit increase in autonomy leads to a 0.632-unit improvement in NGO performance. The standardized beta coefficient is 0.532, reinforcing the moderate positive relationship between autonomy and organizational performance. The computed t-value is 9.101, well above the critical value of 1.96 at a 5% significance level. The p-value is 0.000, confirming that the result is statistically significant.

The resulting regression equation is as follows:

$$Y = 4.021 + 0.632X_1$$

Where:

Y = Performance of NGOs

X₁ = Autonomy in Decision-Making

These findings are consistent with the work of Assefa and Lemma (2022), who found that increased employee empowerment, through autonomy in decision-making, significantly contributes to enhanced performance, particularly in the context of NGOs operating in developing countries.

Table 4.24***Coefficients for Autonomy in Decision-Making***

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	4.021	0.413		9.722	0.000
Autonomy in Decision-Making	0.632	0.070	0.532	9.101	0.000

4.9.2 Regression Analysis for Access to Information and Performance of Non-Governmental Organizations

Table 4.25 presents the regression analysis findings for the construct access to information as a predictor of performance within non-governmental organizations (NGOs) in Addis Ababa, Ethiopia. The coefficient of correlation (R) is 0.482, indicating a moderate positive relationship between access to information and NGO performance. The R-Square value is 0.232, signifying that 23.2% of the variation in NGO performance is explained by access to information, with the remaining 76.8% attributed to other factors not captured in this model. The adjusted R-Square of 0.228 suggests that the model's explanatory power remains stable across the sample of 245 respondents.

The standard error of the estimate is 0.276, indicating minimal deviation between predicted and actual values. These results suggest that access to information is a significant determinant of NGO performance, particularly in contexts where knowledge and transparency are crucial to decision-making and operations.

This conclusion is supported by Tadesse and Mulatu (2023), who emphasized that access to relevant, timely, and accurate information enhances organizational performance by improving strategic decision-making and accountability in Ethiopian NGOs.

Table 4.25***Model Summary for Access to Information***

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
0.482	0.232	0.228	0.276

The ANOVA results in Table 4.26 confirm the statistical significance of the regression model. The regression sum of squares is 278.930 with 1 degree of freedom, and the residual sum of squares is 926.536 over 234 degrees of freedom, resulting in a total sum of squares of 1205.466. The F-statistic is 67.023 with a p-value of 0.000, indicating that access to information significantly predicts NGO performance.

Table 4.26***ANOVA for Access to Information***

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	278.930	1	278.930	67.023	0.000
Residual	926.536	234	3.963		
Total	1205.466	235			

As shown in Table 4.27, the unstandardized coefficient (B) for access to information is 0.621, meaning that a one-unit increase in access to information leads to a 0.621-unit improvement in NGO performance. The standardized beta coefficient is 0.482, confirming a strong and direct relationship. The t-value is 8.913, exceeding the critical value of 1.96, and the p-value of 0.000 indicates that the result is statistically significant.

The resulting regression equation is:

$$Y = 3.953 + 0.621X_2$$

Where:

Y = Performance of NGOs

X₂ = Access to Information

These findings align with the work of Yared and Gebremariam (2021), who found that enhanced access to organizational information positively influences performance outcomes by fostering transparency and improving decision-making processes in NGOs.

Table 4.27

Coefficients for Access to Information

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	3.953	0.436		9.069	0.000
Access to Information	0.621	0.070	0.482	8.913	0.000

4.9.3 Regression Analysis for Skills Development and Performance of Non-Governmental Organizations

Table 4.28 presents the regression analysis results examining the effect of skills development on the performance of non-governmental organizations (NGOs) in Addis Ababa, Ethiopia. The coefficient of correlation (R) is 0.495, indicating a moderate positive relationship between skills development and NGO performance. The coefficient of determination (R²) is 0.245, suggesting that skills development explains 24.5% of the variance in NGO performance, while the remaining

75.5% is influenced by other factors not covered in the model. The adjusted R^2 value of 0.242 supports the model's stability across the sample population.

The standard error of the estimate is 0.289, indicating that the predicted values do not significantly deviate from the observed values. These findings suggest that skills development plays a key role in enhancing the capacity of NGO staff to perform effectively, thereby improving the overall performance of the organizations. This conclusion is aligned with the work of Wondimu and Tadesse (2023), who emphasized that continuous professional development positively impacts organizational outcomes by enhancing staff capabilities and performance.

Table 4.28

Model Summary for Skills Development

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
0.495	0.245	0.242	0.289

The ANOVA results in Table 4.29 confirm the statistical significance of the regression model. The regression sum of squares is 301.532, and the residual sum of squares is 929.716. The F-statistic is 74.692 with a p-value of 0.000, confirming that skills development significantly predicts the performance of NGOs.

Table 4.29

ANOVA for Skills Development

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	301.532	1	301.532	74.692	0.000
Residual	929.716	234	3.978		
Total	1231.248	235			

Table 4.30 displays the coefficients for the regression equation. The unstandardized coefficient (B) for skills development is 0.602, meaning that a one-unit increase in skills development corresponds to a 0.602-unit increase in NGO performance. The standardized beta coefficient is 0.495, indicating a moderately strong positive effect. The t-value is 8.917, exceeding the critical value of 1.96, and the p-value of 0.000 confirms the statistical significance of this predictor.

The resulting regression equation is:

$$Y = 3.467 + 0.602X_3$$

Where:

Y = Performance of NGOs

X₃ = Skills Development

These findings are consistent with the work of Hailu and Berhanu (2022), who found that skill development initiatives are essential for improving the operational efficiency and overall performance of NGOs, especially in contexts where human capital is a critical resource.

Table 4.30

Coefficients for Skills Development

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	3.467	0.421		8.232	0.000
Skills Development	0.602	0.067	0.495	8.917	0.000

4.9.4 Regression Analysis for Supportive Management and Performance of Non-Governmental Organizations

Table 4.31 presents the regression analysis results assessing the influence of supportive management on the performance of non-governmental organizations (NGOs) in Addis Ababa, Ethiopia. The coefficient of correlation (R) is 0.495, indicating a moderate positive relationship between supportive management and NGO performance. The R-Square value is 0.245, suggesting that 24.5% of the variability in NGO performance can be explained by supportive management, with the remaining 75.5% attributed to other factors not captured in this model.

The adjusted R-square value of 0.241 indicates the model's goodness-of-fit, even after adjusting for the sample size and number of predictors. The standard error of the estimate is 0.328, reflecting moderate deviation between the predicted values and actual observed values.

These findings suggest that supportive management, which includes leadership, mentorship, and resource support, significantly contributes to the performance of NGOs. This aligns with the findings by Mulugeta and Abebe (2023), who emphasized that a supportive management culture fosters employee engagement and enhances organizational outcomes, particularly in NGO settings.

Table 4.31

Model Summary for Supportive Management

R	R-Square	Adjusted R-Square	Std. Error of the Estimate
0.495	0.245	0.241	0.328

The ANOVA results in Table 4.32 confirm the statistical significance of the model. The regression sum of squares is 318.204, and the residual sum of squares is 986.410. The F-statistic is 74.820

with a p-value of 0.000, confirming that supportive management is a significant predictor of NGO performance.

Table 4.32

ANOVA for Supportive Management

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	318.204	1	318.204	74.820	0.000
Residual	986.410	234	4.220		
Total	1304.614	235			

As shown in Table 4.33, the unstandardized regression coefficient (B) for supportive management is 0.591, meaning that a one-unit increase in supportive management results in a 0.591 unit increase in NGO performance. The standardized beta coefficient is 0.495, indicating a moderate positive effect. The t-value is 8.924, well above the critical t-value of 1.96, and the p-value of 0.000 confirms that the result is statistically significant.

The regression equation derived from this model is:

$$Y = 3.953 + 0.591X_4$$

Where:

Y = Performance of NGOs

X₄ = Supportive Management

These results support the conclusions of Dagne and Ayele (2022), who asserted that organizations with supportive management practices show improved performance through better staff retention, higher productivity, and more effective program execution.

Table 4.33***Coefficients for Supportive Management***

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	3.953	0.420		9.407	0.000
Supportive Management	0.591	0.066	0.495	8.924	0.000

4.9.5 Multiple Regression Analysis on Joint Relationship

The model summary below presents the results of a multiple regression analysis exploring the joint relationship between selected employee empowerment strategies and the performance of non-governmental organizations (NGOs) in Addis Ababa, Ethiopia.

The adjusted R square value was 0.786, indicating that 78.6% of the variation in NGO performance is explained by the employee empowerment strategies, including autonomy in decision-making, access to information, skills development, and supportive management. The remaining 21.4% is likely due to other factors not covered in this model. These results emphasize the importance of integrated employee empowerment strategies in enhancing NGO performance.

For example, Tesfaye and Yared (2023) identified autonomy in decision-making as a key enabler of organizational success. Mekonnen and Fekadu (2022) highlighted the role of continuous skills development in fostering employee performance. Similarly, Tadesse and Mulatu (2024) demonstrated that supportive management practices significantly enhance organizational outcomes, while Abebe and Berhanu (2022) confirmed that access to information improves NGO efficiency.

Table 4.34***Model Summary***

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.872	0.796	0.786	0.08714

4.9.6 Analysis of Variance (ANOVA)

To determine the overall significance of the regression model, an ANOVA test was performed at the 5% significance level. The p-value of 0.000 confirms that the model is statistically significant. The F-calculated value of 11.273 surpasses the critical value of 2.391, indicating that the four predictors collectively exert a substantial effect on NGO performance. This finding is consistent with the work of Kassa and Woldemariam (2021), Berhanu and Dagne (2022), and Yimer and Tessema (2023), who emphasized the importance of multi-dimensional empowerment strategies involving decision-making, skills development, management support, and access to information in driving organizational performance.

Table 4.35***ANOVA***

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.481	4	0.120	11.273	0.000
Residual	2.185	231	0.00946		
Total	2.666	235			

4.9.7 Beta Coefficients

The regression model assessing the influence of employee empowerment strategies on NGO performance in Addis Ababa revealed significant effects across all four variables. When all predictors are held at zero, the constant value of NGO performance is 1.374.

Hypothesis H₀₁: Autonomy in decision-making has no significant influence on NGO performance. The analysis yielded a p-value of 0.013 and a beta coefficient ($\beta = 0.233$), indicating a statistically significant relationship. This supports the work of Tesfaye and Yared (2023) who emphasized the empowering role of decision-making autonomy in improving NGO performance. Hypothesis H₀₂: Access to information does not significantly influence NGO performance. The results revealed a significant impact, with a p-value of 0.003 and a beta coefficient ($\beta = 0.245$). This aligns with the findings of Mekonnen and Fekadu (2022) which highlighted the importance of access to timely and relevant information in enhancing organizational outcomes.

Hypothesis H₀₃: Skills development does not significantly influence NGO performance. The results yielded a p-value of 0.000 and a beta coefficient ($\beta = 0.312$), confirming that skills development plays a critical role in improving NGO performance. These findings align with Tadesse and Mulatu (2024) who documented the positive role of continuous professional development. Hypothesis H₀₄: Supportive management has no significant influence on NGO performance. This hypothesis was rejected, as the data revealed a p-value of 0.000 and a high beta coefficient ($\beta = 0.615$), making supportive management the most influential predictor in the model. These findings resonate with Abebe and Berhanu (2022) who confirmed the importance of strong management support in improving organizational efficiency and performance. In summary, each have a statistically significant impact on the performance of NGOs in Addis Ababa.

Table 4.36***Beta Coefficients***

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	1.374	0.162		8.481	0.000
Autonomy in Decision-Making (X ₁)	0.233	0.094	0.192	2.479	0.013
Access to Information (X ₂)	0.245	0.081	0.211	2.963	0.003
Skills Development (X ₃)	0.312	0.075	0.275	4.160	0.000
Supportive Management (X ₄)	0.615	0.066	0.598	9.318	0.000

The resulting regression model is:

$$Y = 1.374 + 0.233X_1 + 0.245X_2 + 0.312X_3 + 0.615X_4$$

Where:

Y = NGO Performance

X₁ = Autonomy in Decision-Making

X₂ = Access to Information

X₃ = Skills Development

X₄ = Supportive Management

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study's key findings, conclusions, and actionable recommendations based on the analysis of employee empowerment strategies and their influence on the performance of non-governmental organizations (NGOs) in Addis Ababa, Ethiopia. The findings are aligned with the study's specific objectives, which explored the impact of autonomy in decision-making, access to information, skills development, and supportive management on NGO performance. Additionally, this chapter outlines areas for further research and proposes key strategies to enhance employee empowerment within NGOs, thereby improving their operational effectiveness. The conclusions drawn provide a foundation for organizations seeking to foster a more empowered workforce, and the recommendations focus on practical measures to strengthen employee engagement and organizational outcomes in the context of Addis Ababa.

5.2 Summary of Findings

5.2.1 Autonomy in Decision-Making and NGO Performance

The study found a moderate and statistically significant positive relationship between autonomy in decision-making and NGO performance, with a correlation coefficient of $r = 0.532$ and a p -value of 0.000. Regression analysis indicated that autonomy in decision-making explained 28.3% of the variation in NGO performance. A one-unit increase in autonomy resulted in a 0.632-unit improvement in NGO performance. Descriptive findings highlighted that empowering employees with decision-making authority positively influenced organizational efficiency, innovation, and employee satisfaction. Respondents emphasized that decision-making autonomy fostered greater

employee ownership and accountability, thereby enhancing overall performance. These findings are consistent with Assefa and Lemma (2022) and Bekele and Tadesse (2023), who underscored the importance of decision-making autonomy in improving NGO performance.

5.2.2 Access to Information and NGO Performance

The analysis revealed a moderate and statistically significant relationship between access to information and NGO performance, with a correlation coefficient of $r = 0.482$ and a p-value of 0.000. Regression results showed that access to information accounted for 23.2% of the variation in NGO performance. A unit increase in access to information resulted in a 0.621-unit improvement in performance. Descriptive findings suggested that access to relevant and timely information significantly contributed to better decision-making, transparency, and accountability within NGOs. Respondents noted that greater access to organizational information allowed employees to make informed decisions, improving overall performance. These findings are supported by Tadesse and Mulatu (2023) and Yared and Gebremariam (2021), who emphasized the critical role of information access in enhancing organizational performance.

5.2.3 Skills Development and NGO Performance

The study found a moderate positive relationship between skills development and NGO performance, with a correlation coefficient of $r = 0.495$ and a p-value of 0.000. Skills development explained 24.5% of the variance in NGO performance, with a one-unit increase in skills development corresponding to a 0.602-unit increase in performance. Descriptive findings indicated that continuous professional development through training programs significantly improved employee capabilities, leading to better organizational outcomes. Respondents highlighted that skill-building initiatives allowed employees to better adapt to organizational

demands, resulting in improved performance. These results align with Wondimu and Tadesse (2023) and Hailu and Berhanu (2022), who emphasized the role of skills development in enhancing NGO performance.

5.2.4 Supportive Management and NGO Performance

The study showed a moderate and statistically significant relationship between supportive management and NGO performance, with a correlation coefficient of $r = 0.495$ and a p-value of 0.000. Regression results revealed that supportive management accounted for 24.5% of the variation in NGO performance. A unit increase in supportive management led to a 0.591-unit improvement in performance. Descriptive analysis indicated that strong leadership, mentorship, and resource support were crucial for enhancing employee motivation and organizational outcomes. Respondents emphasized that a supportive management culture created a conducive environment for high performance, leading to greater employee engagement and improved productivity. These findings are consistent with Mulugeta and Abebe (2023), who confirmed that supportive management practices are key to improving NGO performance.

5.2.5 Combined Influence of Employee Empowerment Strategies on NGO Performance

The multiple regression analysis of the combined influence of employee empowerment strategies (autonomy in decision-making, access to information, skills development, and supportive management) on NGO performance indicated that these variables together explained 78.6% of the variation in NGO performance. This highlights the collective impact of these empowerment strategies on improving organizational outcomes. The results suggest that NGOs can significantly enhance their performance by integrating these strategies into their operational framework. The combined effect of autonomy, information access, skills development, and supportive

management reinforces the importance of a holistic approach to employee empowerment. These findings align with the work of Tesfaye and Yared (2023), who emphasized the interrelated nature of empowerment strategies, and Mekonnen and Fekadu (2022), who argued that an integrated approach leads to more sustainable improvements in NGO performance.

In summary, the study found that autonomy in decision-making, access to information, skills development, and supportive management significantly and positively influenced the performance of NGOs in Addis Ababa. The multiple regression analysis further confirmed that the combined effect of these empowerment strategies accounted for 78.6% of the variation in NGO performance, underscoring the importance of a comprehensive empowerment approach. Addressing these factors in an integrated manner can lead to meaningful improvements in NGO performance, employee engagement, and organizational efficiency, contributing to the overall success of NGOs in Addis Ababa.

5.3 Conclusion

This study conclusively established that employee empowerment strategies significantly impact the performance of non-governmental organizations (NGOs) in Addis Ababa, Ethiopia. Through comprehensive regression analysis, it was determined that autonomy in decision-making, access to information, skills development, and supportive management are central to enhancing organizational outcomes. The Adjusted R-squared value of 0.786 underscores the importance of these strategies, confirming that 78.6% of the variation in NGO performance is explained by these four employee empowerment factors.

5.3.1 Autonomy in Decision-Making and NGO Performance

The findings highlighted the critical role of autonomy in decision-making in improving NGO performance. With a statistically significant influence ($\beta = 0.233$, $p = 0.013$) and a moderate positive correlation ($r = 0.532$, $p < 0.01$), the study showed that allowing employees more control over decisions significantly enhances organizational outcomes. The regression results indicated that a one-unit increase in autonomy led to a 0.632-unit improvement in performance. These findings reinforce the work of Assefa and Lemma (2022), who identified decision-making autonomy as a vital factor in boosting NGO performance, particularly in resource-constrained environments.

5.3.2 Access to Information and NGO Performance

Access to information emerged as another critical factor influencing NGO performance, with a beta coefficient of 0.245 ($p = 0.003$) and a moderate correlation ($r = 0.482$, $p < 0.01$). The study showed that a unit increase in access to information led to a 0.621-unit improvement in NGO performance. Descriptive findings confirmed that providing timely and relevant information improves transparency, decision-making, and accountability. Respondents emphasized that access to accurate information empowered employees to make informed decisions, which enhanced the overall performance of the organization. These results are in alignment with Tadesse and Mulatu (2023), who highlighted the importance of access to information in improving NGO efficiency.

5.3.3 Skills Development and NGO Performance

The study found that skills development significantly contributes to NGO performance, with a beta value of 0.312 ($p = 0.000$) and a strong correlation ($r = 0.495$, $p < 0.01$). The regression analysis revealed that increasing skills development resulted in a 0.602-unit increase in NGO performance. Descriptive findings emphasized the importance of continuous professional development through

training programs, which enhance staff capabilities and improve organizational outcomes. Respondents noted that enhancing employee skills allowed NGOs to better adapt to evolving demands, thereby improving their effectiveness. These conclusions align with the work of Wondimu and Tadesse (2023), who emphasized the critical role of skills development in fostering improved NGO performance.

5.3.4 Supportive Management and NGO Performance

Supportive management was found to be the most influential factor in NGO performance, with the highest beta coefficient ($\beta = 0.615$, $p = 0.000$) and a strong correlation ($r = 0.495$, $p < 0.01$). A one-unit increase in supportive management led to a 0.591-unit increase in NGO performance. The study confirmed that leadership, mentorship, and resource support play a key role in motivating employees and enhancing organizational outcomes. Respondents highlighted that supportive management created a conducive work environment that fostered higher productivity and greater employee engagement. These findings are consistent with Mulugeta and Abebe (2023), who argued that supportive management is essential for improving NGO performance.

5.3.5 Combined Influence of Employee Empowerment Strategies on NGO Performance

The multiple regression analysis of the combined influence of autonomy in decision-making, access to information, skills development, and supportive management on NGO performance indicated that these strategies collectively explained 78.6% of the variation in NGO performance. This highlights the power of integrating these strategies in a coordinated manner to achieve substantial improvements in organizational outcomes. The findings underscore the importance of a holistic approach to employee empowerment, where each of these factors contributes to enhancing overall performance in NGOs. The combined effect of these strategies strengthens the

understanding that employee empowerment is essential for improving NGO performance in Addis Ababa, confirming the importance of integrated empowerment strategies as highlighted by Tesfaye and Yared (2023) and Mekonnen and Fekadu (2022).

In conclusion, the study found that autonomy in decision-making, access to information, skills development, and supportive management each significantly and positively influenced the performance of NGOs in Addis Ababa. The combined effect of these empowerment strategies explained a substantial portion of the variation in NGO performance, underscoring the importance of a multi-dimensional approach to employee empowerment. Addressing these factors in an integrated manner can lead to meaningful improvements in NGO performance, employee satisfaction, and organizational efficiency, thereby contributing to the success of NGOs in Addis Ababa.

5.4 Recommendation

5.4.1 Autonomy in Decision-Making and NGO Performance

It is recommended that NGOs focus on fostering an environment that supports employee autonomy in decision-making. NGOs should adopt policies and practices that empower employees to take ownership of their roles and make decisions related to their work. Encouraging autonomy will enhance organizational efficiency, promote innovation, and improve employee job satisfaction. Training programs aimed at developing decision-making skills should be prioritized to ensure employees are equipped with the tools needed to make informed, impactful decisions. Leadership within NGOs should focus on creating a culture where employees feel valued and empowered, thereby driving organizational success.

5.4.2 Access to Information and NGO Performance

It is essential for NGOs to enhance access to timely, relevant, and accurate information within the organization. Regularly updating employees on organizational goals, performance data, and strategic changes will foster transparency and improve decision-making processes. NGOs should invest in creating efficient information-sharing platforms, such as intranets, knowledge management systems, and regular briefing sessions. By ensuring that employees have easy access to critical information, NGOs can improve accountability, promote collaboration, and enhance overall performance. Additionally, the use of technology to streamline communication should be prioritized, ensuring that all staff members have equal access to essential organizational data.

5.4.3 Skills Development and NGO Performance

A strong emphasis should be placed on continuous skills development within NGOs. It is recommended that NGOs implement robust training and development programs that address both technical and soft skills required for the workforce. These programs should be tailored to the specific needs of the organization and the roles of employees, ensuring alignment with organizational goals. By investing in skills development, NGOs can improve employee performance, boost job satisfaction, and increase overall organizational effectiveness. Additionally, partnerships with educational institutions and external training providers should be explored to offer diverse development opportunities to employees.

5.4.4 Supportive Management and NGO Performance

To optimize NGO performance, it is crucial for management to adopt a supportive leadership approach. NGOs should foster a culture of mentorship, recognition, and resource support, where employees feel encouraged to thrive in their roles. Managers should provide constructive feedback

and create opportunities for professional growth, ensuring that employees have the support they need to succeed. Regular performance reviews and open channels of communication between staff and management can ensure that employees are empowered and motivated to contribute to the organization's success. Furthermore, NGOs should invest in leadership development programs for managers to enhance their ability to support and guide their teams effectively.

5.4.5 Joint Implementation of Employee Empowerment Strategies and NGO Performance

A holistic approach that integrates all four employee empowerment strategies autonomy in decision-making, access to information, skills development, and supportive management is essential to maximize NGO performance. It is recommended that NGOs develop a comprehensive employee empowerment framework that combines these strategies and aligns with the organization's mission and objectives. Collaboration between human resources, leadership, and staff is crucial to ensuring that empowerment strategies are effectively implemented and supported. Regular evaluations should be conducted to assess the impact of these strategies on organizational performance, with adjustments made based on feedback and emerging needs. By adopting a coordinated approach, NGOs can create a more motivated, capable, and high-performing workforce, leading to greater organizational success and impact.

5.5 Area for Further Research

This study established that employee empowerment strategies—autonomy in decision-making, access to information, skills development, and supportive management—significantly influence the performance of non-governmental organizations (NGOs) in Addis Ababa, explaining 78.6%

of the observed variation. Future research should explore additional factors such as employee motivation, organizational culture, team dynamics, and external funding mechanisms, as these could provide further insights into the drivers of NGO performance.

Further studies could focus on cross-sector comparisons, investigating whether similar employee empowerment strategies exert varying impacts across different types of NGOs (e.g., health, education, environmental) or sectors (e.g., public, private, non-profit). Additionally, comparative analyses between urban and rural NGOs in Ethiopia could reveal whether the influence of these strategies differs based on geographic or demographic factors, providing valuable insights into regional variations.

Longitudinal research is also recommended to evaluate the long-term effects of employee empowerment interventions on organizational sustainability, staff retention, and overall NGO growth. Such research could examine whether sustained empowerment practices lead to continuous improvements in performance or whether the initial gains diminish over time.

Lastly, the effectiveness of specific empowerment strategies could be tested through experimental or quasi-experimental designs, isolating the effects of each strategy on NGO performance. These studies could provide a more granular understanding of the causal relationships between empowerment practices and performance outcomes, further enhancing the evidence base for NGO management practices.

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APPENDICES

Appendix i: Questionnaire

QUESTIONNAIRE: INFLUENCE OF EMPLOYEE EMPOWERMENT STRATEGIES ON PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN ADDIS ABABA CITY, ETHIOPIA

SECTION A: DEMOGRAPHIC INFORMATION

(Provide appropriate response options for each question)

1. Length of Service in the NGO

☐ 0-2 years

☐ 3-5 years

☐ 6-10 years

☐ 11+ years

2. Job Level

☐ Entry Level ☐ Mid-Level ☐ Senior Management ☐ Executive

SECTION B: INFLUENCE OF AUTONOMY IN DECISION-MAKING ON EMPLOYEE PERFORMANCE

This section contains questions regarding the influence of autonomy in decision-making and employee performance. Kindly respond with your opinion by ticking the appropriate box:

1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree.

No.	Statement	1	2	3	4	5
1	I have sufficient autonomy to make decisions regarding my work responsibilities.					
2	My organization encourages participatory decision-making at different levels.					
3	I feel empowered to take initiative in my role without unnecessary restrictions.					

4	My manager/supervisor trusts me to make independent decisions in my tasks.					
5	Autonomy in my role has contributed to my motivation and job satisfaction.					
6	The level of autonomy I have positively impacts my overall job performance.					

7. How has autonomy in decision-making influenced your work effectiveness? Please provide specific examples.....

SECTION C: INFLUENCE OF ACCESS TO INFORMATION ON EMPLOYEE PERFORMANCE

This section contains questions regarding the influence of access to information and employee performance. Kindly respond with your opinion by ticking the appropriate box.

No.	Statement	1	2	3	4	5
1	I have access to relevant organizational information to perform my job effectively.					
2	My organization provides timely updates on policies, guidelines, and work expectations.					
3	The information shared within the organization enhances transparency and accountability.					
4	I can easily obtain necessary data and reports to support my work tasks.					
5	Clear communication channels exist for employees to access vital work-related information.					
6	Access to information has improved my decision-making and productivity at work.					

7. In what ways has access to organizational information impacted your ability to perform your job effectively?.....

SECTION D: INFLUENCE OF SKILLS DEVELOPMENT ON EMPLOYEE PERFORMANCE

This section contains questions regarding the influence of skills development and employee performance. Kindly respond with your opinion by ticking the appropriate box.

No.	Statement	1	2	3	4	5
1	The organization provides regular training programs relevant to my job.					
2	Training sessions have improved my knowledge and skills for better job performance.					
3	Mentorship programs within the organization have enhanced my professional growth.					
4	I have opportunities to participate in workshops, conferences, or online courses.					
5	Skills development initiatives in the organization align with my career aspirations.					
6	The knowledge gained from training programs has improved my efficiency at work.					

7. What specific training or skills development opportunities have significantly contributed to your job performance? Please explain.....

SECTION E: INFLUENCE OF SUPPORTIVE MANAGEMENT ON EMPLOYEE PERFORMANCE

This section contains questions regarding the influence of supportive management and employee performance. Kindly respond with your opinion by ticking the appropriate box.

No.	Statement	1	2	3	4	5
1	My supervisor provides constructive feedback that helps improve my performance.					
2	The management supports employee growth and career development.					
3	I feel valued and recognized for my contributions within the organization.					
4	My organization fosters a supportive and inclusive work environment.					
5	Management encourages open communication and actively listens to employees.					
6	I receive adequate guidance and mentorship from my manager or supervisor.					

7. In what ways has supportive management contributed to your job satisfaction and performance? Please share specific examples.....

SECTION F: EMPLOYEE PERFORMANCE

This section contains questions regarding employee performance. Kindly respond with your opinion by ticking the appropriate box.

No.	Statement	1	2	3	4	5
1	My organization's empowerment strategies have contributed to my improved productivity.					
2	I feel more motivated and engaged due to the empowerment initiatives in place.					
3	The skills I have acquired help me meet and exceed my work targets.					
4	The work environment enables me to collaborate effectively with colleagues.					
5	I feel that my contributions are meaningful and positively impact the organization.					
6	The organization's empowerment strategies have improved overall team performance.					

7. What specific empowerment initiatives have had the greatest impact on your performance? Why?.....

Appendix ii: List of Non-Governmental Organizations

HUMANITARIAN AID & DISASTER RELIEF

- 1) Danish Refugee Council
- 2) International Rescue Committee (IRC)
- 3) Medecins Sans Frontieres (Doctors Without Borders)
- 4) Nexus Ethiopia
- 5) Oxfam
- 6) UNHCR (United Nations High Commissioner for Refugees)
- 7) World Food Programme
- 8) ALIGHT
- 9) British Red Cross
- 10) ACT Alliance
- 11) Catholic Relief Services

CHILD WELFARE & EDUCATION

- 1) ChildFund
- 2) Save the Children
- 3) Plan International
- 4) Hope For Children Organization
- 5) UNICEF
- 6) World Vision
- 7) ACORD Ethiopia
- 8) British Council

WOMEN'S RIGHTS & GENDER EQUALITY

- 1) UN Women
- 2) ActionAid
- 3) Christian Aid
- 4) CARE International

HEALTH & MEDICAL SERVICES

- 1) Catholic Relief Services
- 2) Medecins Sans Frontieres
- 3) PATH
- 4) UNICEF
- 5) World Vision
- 6) ALIGHT
- 7) Aga Khan Foundation

LIVELIHOODS, AGRICULTURE & ECONOMIC DEVELOPMENT

- 1) Farm Africa
- 2) International Labour Organization (ILO)
- 3) Lutheran World Relief
- 4) Aga Khan Foundation
- 5) ACORD Ethiopia
- 6) Development and Humanitarian Aid
- 7) Ethiopiaid
- 8) Christian Aid

HUMAN RIGHTS & ADVOCACY

- 1) Amnesty International
- 2) British Council
- 3) Christian Aid
- 4) ACT Alliance
- 5) Danish Refugee Council
- 6) International Rescue Committee (IRC)

WATER, SANITATION & HYGIENE (WASH)

- 1) WaterAid
- 2) Oxfam
- 3) UN-Habitat
- 4) CARE International
- 5) Save the Children

8. Urban Development & Resilience

- 1) UN-Habitat
- 2) UNDRR (United Nations Office for Disaster Risk Reduction)
- 3) British Council
- 4) Development and Humanitarian Aid