

EMPLOYEE EMPOWERMENT AND TEAM-WORK IN MANAGEMENT OF CHANGE: TECHNIQUES, CHALLENGES AND PROSPECTS

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Abstract

This study examines employee empowerment and team-working in the management of change in some selected Nigeria organizations. Traditional command and control hierarchies, where higher management directs employee behaviour, are less appropriate in today's business environment. Instead, employees must learn to take initiative, be creative, proactive and accept responsibility for their actions. The objectives of the study are to ascertain techniques for team empowerment in management of change and to find out if team empowerment holds good prospects for sustenance and viability. The research design adopted for this study was survey. The data used for this study were sourced from both secondary and primary sources of data. The data were analyzed using frequency tables, percentage and, mean. The hypotheses were tested using z-test. The study found out among others that technique for empowerment of teams includes changing management roles from supervisory to coaching, delegation and setting realizable goals. It was also identified that allowing employees to suggest and make procedural changes that make their jobs more efficient, companies benefit by saving money. Employee empowerment can lead to increased organizational responsiveness to issues and problems and an increase in productivity, which also lead to a greater degree of employee commitment to organizational goals. The researcher recommended that managers need to create clear guidelines for empowerment, or they may risk the possibility that the hierarchy within the organizational structure will break down, making it difficult for them to maintain control over their employees.

Key Word: Empowerment, Team-Working, Change, Challenges, Prospects

1.1 Introduction

As a result of increased globalization, technological sophistication, and heightened customer expectations, organizations are demanding more from their employees than ever before. Traditional command and control hierarchies, where top management directs employee behaviour, are less appropriate in today's business environment. Instead, employees must learn to take initiative, be creative, and accept responsibility for their actions. Employee empowerment is the process of allowing employees to make their own decisions and getting employees involved in helping to make decisions that affect the entire company. The upside to empowerment is that you get an employee population that is involved intimately in the success of the company.

Work is a group-based activity and if organization is to function effectively it requires good team work. The manager must use work teams in order to achieve a high standard of work and improve organizational effectiveness. Katzenback and Smith (1993) define a team as a small number of people with complementary skills who work toward common goals for which they hold themselves mutually accountable. Unlike work groups, which depend on a supervisor for direction, a team depends on its own members to provide leadership and direction. Teams can also be organized as departments.

Employee empowerment has absolutely been one of the key factors that have led to the explosive growth experienced by many of today's modern industry giants. The workforces of these universally known companies are comprised of same dynamic professionals that make up essentially every other modern corporate workforce. The variable that exists between modern industry giants and perhaps most other firms is the overall level of employee empowerment. There is a growing consensus that employee empowerment can be a source of competitive advantage for contemporary organizations (Natasha and Douglas, 2015).

Many organizations face a volatile environment in which change is nearly constant (Bailey-Scudamore, 1991). If they are to survive and prosper, they need to adapt to change quickly and effectively. Human resources are almost always at the heart of an effective response system. Effective leaders work with subordinates and co-workers to create visions and strategies as means to achieve the organization's goals. Armstrong (1990), states that leadership is getting things done through people. It happens that when there is objective to be achieved or a task to be carried out and when more than one person is needed to do it. Rapid change can put employee under a great deal of stress, and unless the organization develops support mechanisms to keep it manageable both the firm and employees may pay a heavy price (Gomez-Mejia, et al, 2001).

It is certain however, that today's organizations face quite specific challenges. These include increasing internationalization (the introduction of the term "globalization" to a business strategy), rapid advances in technology, uncertain political environments, and faster product life cycles. Competition from international producers has forced managers in domestic firms to re-assess the ways in which they organize. Coupled with these manufacturing changes has been an increased emphasis on product and service quality. Not only do manufactured products and service delivery need to be of the highest standard for firms to compete favourably and effectively, management processes and human resource aspects of the organization need to be as effective as possible. The ultimate intention is to design an organization which is effective and

efficient today and is also flexible enough to change quickly and responsively to any future changes in its environments.

1.2 Statement of the Problem

The ability of the leader to persuade and influence his followers, which in turn, depends largely on how much power the leader possesses, will determine how effective team-oriented approach to change management will succeed. In the competitive economy, above all, the quality and performance of the managers determine the success of a business. Also attempting to change the culture of a defensive work team into that of intentional group is not easy. The intervention strategy is likely to be perceived as threatening members of the group.

Teams are a major feature of organizational life and can have significant influence on the successful implementation of change. Most change can disrupts groups work. Unless people are empowered, committed and prepare to adapt and learn; objectives, plans and future desired states may likely to founder on the resistance. However, member's willingness to put in effort is generated through making the team work to be motivating.

Whatever the degree and content of the change, its implementation can still pose large problems for organizations and their staff. Resistance can seem irrational and develop without warning, interrupting any activity at any time. The major work-team problem is that of conformity, which raises its head in a number of guises ranging from groupthink – where within the group there is excessive conformity to method and content of decision – to organizational culture, where there is pressure from outside the team to make decisions in such a way to fit what is considered acceptable by the wider organization. With the wide use of teams, interpersonal and inter-group conflict may arise.

To this end, it would be pertinent to investigate the strategic issues to empowerment, challenges and prospects of team empowerment to management of change in Nigerian manufacturing organizations.

Objectives of study

The specific objectives of the study include the following:

1. To ascertain techniques of team empowerment in management of change in selected Nigerian business organizations.
2. To ascertain if team empowerment to change management holds good prospects in Nigerian manufacturing organizations for sustenance and viability.
3. To ascertain if effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment.

Literature Review

The three theoretical approaches to the study of empowerment are: socio-structural perspective, psychological approach, and the critical perspective. The socio-structural perspective focuses its attention on developing or redesigning organizational polices, practices and structures to give employees power, authority and influence over their work. The psychological approach focuses on enhancing and enabling personal effectiveness by helping employees develop their sense of meaning, competency, self-determination and impact. The critical perspective challenges the

notion of employee empowerment and argues that efforts to create empowerment may actually lead to more, albeit less obvious, controls over employees.

Shawn (2014) opines that employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. This makes it possible for decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a particular level. Shawn (2014) opines that empowerment should not mean the employee is free to achieve his own goals and use his own procedures regardless of what the company dictates. Empowerment means achieving the set goals and developing necessary skills within the guidelines set by the organization for its accomplishment. Employees are given the freedom to make daily decisions concerning their jobs, but those decisions still need to focus on achieving organizational goals. The psychological approach to employee empowerment focuses on enhancing and enabling personal effectiveness by helping employees develop their sense of meaning, competency, self-determination and impact. The critical perspective challenges the notion of employee empowerment and argues that efforts to create empowerment may actually lead to more, albeit less obvious, controls over employees. (Shawn, 2014).

Employee Empowerment and Team-working

Mullins (2001) asserts that the ideas of job redesign and self-regulating work groups have crystallized around two related concepts – empowerment and Team-working. Both are attempts to redesign work to get the best out of committed, expert and innovative employees. The two concepts generally go together. Mullins goes further to define empowerment as the process of devolving decision-making responsibility and autonomy across and down the hierarchy. If this is done, it is rare that individuals in the organization are targeted to make decisions.

Employee empowerment is the process of allowing employees to make their own decisions and getting employees involved in helping to make decisions that affect the entire company. Empowered teams enjoy corporate authority, experience, and special skills and have the responsibility to make their own decision for the survival of the company.

Empowerment should also lead to a greater degree of employee commitment to organizational goals and autonomy, since employees can take some degree of ownership in the decisions made towards goal achievement. The upside to empowerment is that you get an employee population that is involved intimately in the success of the company. Empowerment means releasing the knowledge that is already there in the organization and placing decision responsibility at the point of greatest expertise and knowledge. This is because chief executives are likely to know less about their firm's customers, for example, than the sales and marketing teams. So it is necessary to give these teams the autonomy to make decisions. In effect, redesign their jobs.

Mullins (2005) argues that there were three criteria which must be satisfied for manager to empower their subordinates.

1. Open and honest sharing of information with all employees about organizational performance.
2. Creating more (and new) structures rather than less as the teams transfers to self-management.

3. Replacing the traditional hierarchy with teams.

Some organizations have organized around teamwork and created not only a better working environment, but also produced more efficient performance. Shepperd, 1993; Erez and Somech, 1996, identified some major factors these organizations do to differentiate from the empowerment failures.

1. The individuals to be empowered must be capable of self-motivation.
2. The newly formed work-teams must ensure they do not fall into the traps of conformity or allow social loafing to occur. (Shepperd, 1993; Erez and Somech, 1996).
3. Empowerment should not mean more work, more responsibility with less time to do it and no information on how to complete the task for the newly empowered.
4. Punishment culture should be avoided and mistakes tolerated.

Every modern business manager possesses the ability to build highly empowered teams within their own organizations. With commitment and focus, any manager at every level can work to consistently enhance their personal leadership skills and implement strategies to enrich internal communication, employee empowerment and team recognition and to increase efficiency and gain competitive advantages in today's competitive business environment. In the world of global competition, flat organizations, continuous change, and high quality customer-focused effort, empowerment has become almost sacred. Most organizations automatically subscribe to the rhetoric of empowerment. Bowen & Lawler (2010) offer similar prescriptions in their research on empowerment and emphasizing on the need to share information and develop teams that have the power to make decisions, they also emphasize the need for training and rewards. First, they suggest that employees need relevant training and knowledge about how to be empowered. They must learn about how to work collaboratively in teams. They must have tools for problem solving. They must understand firm performance. Empowered employees must be compensated for their increased responsibility and accountability. They require incentives to take risks and be creative.

In fact, Bowen & Lawler (2010) argue that managers can empower employees when they share information, provide structure, develop a team-based alternative to hierarchy, offer relevant training opportunities, and reward employees for the risks and initiatives they are expected to take. All these practices are part of the empowerment process. They are, however, incomplete by themselves. Often, empowerment programs that emphasize all of the above elements still do not achieve the desired results. In many cases, despite the implementation of these "empowering" managerial practices, employees are still hesitant about taking initiative and remain risk averse (Ozaralli, 2003).

Davis (2013) maintains that the two of the key elements of employee empowerment are an efficient hiring system and constant training. There are several advantages to employee empowerment, ranging from monetary savings to better work relationships. For team to be effective there must be evidence of certain elements for leading teams effectively. D'Innocenzo and Cullen (2005) suggest ten (10) elements that are evident in any effective team.

- (1) **Goal Clarity:** Members understand team goals and commit themselves to achieving them. If goals are absolutely clear and the manager has gained the commitment of a team member, the manager has earned the right to reward or confront as needed.
- (2) **Recognition/Cooperation:** All team members know the strength of each of the other members and the contributions they bring to the team. All members cooperate with one another and make their own individual contributions to the group.
- (3) **Trust/Support/Cohesiveness:** Members have confidence in one another and they trust and support each other. They aid other team members when problems arise.
- (4) **Role Clarity:** Responsibility and expectations for each team member are clearly spelled out, communicated and acknowledged. Responsibilities are openly discussed and questions clarified.
- (5) **Means for solving Role Conflict:** Members know what they are supposed to do. Roles complement one another. If they conflict, members discuss and resolve the situation.
- (6) **Participation/Influence/Feedback:** Team members express themselves freely in discussions about the job or task at hand. They are encouraged to participate, and no one discounts ideas. Members recognize the value of open brainstorming.
- (7) **Meeting Effectiveness:** Team meetings focus on relevant issues and contribute to the making of sound decisions. Members leave each meeting with a clear understanding of what is expected of them and the team as a whole.
- (8) **Conflict Management:** Team members discuss differences of opinion or conflicts openly. Different points of view are discussed until members reach an agreement that makes sense to all members involved. Whenever possible, team members reach a consensus. When that is not possible, the leader must make a decision.
- (9) **Energy/Satisfaction:** Members feel a sense of accomplishment and satisfaction for their contributions. People know their jobs and work efficiently to get their tasks completed. People have some fun while they work – they know work is more than an unpleasant means to get the bills paid.
- (10) **What's Important Now:** The coach or manager keeps members all ears on what is important to be successful now. He or she eliminates unnecessary activities and shelters the team from outside distractions as much as possible.

Leadership in Effective Teams

Leadership is required because someone has to point the way and the same person has to ensure that everyone concerned gets there. Armstrong (1990) emphasizes that organizational effectiveness depends on the quality of leadership. Robbin (1983) defines leadership as the ability to influence a group towards the achievement of goals. Accordingly, effective leaders work with subordinates and co-workers to create visions and strategies as means to achieve the organization's goals. Armstrong (1990) agrees that leadership is getting things done through people. Leadership, therefore, is about encouraging and inspiring individuals, employees and teams to give their best to achieve a desired result.

However, the leader must have the position at the top of the organization. It is this high position in the organization that gives the leader his power base and leads followers to the expectation that the leader has a legitimate right to that position and that the leader will in fact engage in the

leadership process by shaping their thoughts and actions and performing the leadership function for the organization as a whole. Fielder (1964) does see a leader as the person at the high echelon in the organization but goes ahead to define a leader as the individual in the team who has the task of directing and co-ordinating relevant group activities, and in teams that do not have a designated leader, the leader is the one who carries the primary responsibility for performing these functions in the group.

Gibb (1954) agreeing with Fielder (1964) sees leadership as the exercises of power and authority in social collectivity, such as work group, teams, organizations, committees or nation. This power according to Gibb can be addressed to any of the three very general and related functions, establishing the goals, purposes or objective of the collectivity. This implies that the exercise of authority involves making things happen through others. In achieving such purposes, leaders may engage in any of the following activities, coordinating, controlling, directing, guiding or mobilizing the efforts of others.

McGregor (1960) states that leadership must be coupled with team empowerment if the purposes of large organizations are to be achieved. A manager's success as a leader depends to a great extent on leaders' success in developing leaders under him, the men/women the leader must rely on. Writing on managerial effectiveness, Omolayole (1983) refers to managerial leadership as that kind of direction which a person can give to a group of people under the leader in such a way that the group will accomplish its objective with the most prudent and economic use of all resources at the disposal of the group.

Gullet and Hick (1981) supports this argument that effective leadership should give direction to the effort of all workers in accomplishing the goals of the organization. Without leadership or guidance, the link between individual and organizational goals may become weak. This could lead to a situation of sub-optimization in which individuals work to achieve their goals while the overall organization becomes inefficient in achieving its objectives.

Fielder (1964) also defines leadership effectiveness as the success of the leader in achieving the organization's goals. To be effective, the leader must help individual in the group to satisfy their needs, for instance by giving responsibility to those with high power needs, and close involvement to those with high inclusion needs and so on. Fielder supports the theory on work adjustment theory that employees' motivation levels and job satisfaction depend on the fit between their needs and abilities and the characteristics of the job and the organization (Lofquist and Dawis (1969). This is because every worker has unique needs and abilities. A poor fit between individual characteristics and the work environment may lead to reduced levels of motivation.

Work adjustment theory of (Lofquist and Dawis (1969) proposes that:

- (a) A job design that one employee finds challenging and motivating may not motivate another employee.
- (b) Not all employees want to be involved in decision making. Employee with low needs for involvement may fit poorly on a self-managed team because they may resist managing other team members and taking responsibility for team decisions.

Arguably, Gullet and Hick (1981) warned that if the interpersonal needs of team members are not satisfied, the leader may fail to spur the group to achieve its task. To some extent the leader's effectiveness in the interpersonal area can be judged by the teams' practical achievement.

O'Connor, et al, (1996) opines that in order to empower or motivate team members to achieve the highest levels of performance, leaders must be adept to identifying and solving problems at the earliest opportunity. If a leader fails to deal effectively with problems that the team's member have identified, then they run the risk of causing frustration and conflict in the team.

It is essential that, once a team achieves its goals, they must be rewarded as a team. There is nothing more disheartening to a team than if their leader takes all the credit for their hard work. Rewards should reflect the collaborative effort that the team has put into their work activities.

Determinants of Team Effectiveness

Work teams may either be effective or not depending on the extent to which they achieve the objectives for which they were appointed. Bateman and Zeithaml, (1990) asserts that for any group or team to be effective, the members must be putting a great deal of efforts into the work of the group. However, maintain that member's willingness to put in effort is generated through making the team work to be motivating. If the members can be motivated by the work of the team, definitely they will be ready to put the highest amount of effort into the work of the team. Secondly, the amount of skills and knowledge, which a team can provide in solving a particular problem, will determine the extent to which it can effectively solve that problem. Therefore, the manager should appoint people with the required expertise into a team. The skills should include both interpersonal and task-related skills so that communication among members will be easy and effective.

The team must also have a good interpersonal; process in its operation. Members must have positive norms about sharing information/knowledge, open confrontation of issues, and fulfilment of individual role responsibilities. Finally, the availability of appropriate work technology also affects the effectiveness of team. The work technology includes the equipment, materials and procedures available for use by the team. All these determine how effective a team is.

Weihrich and Koontz (2005) opine that team effectiveness is determined by a number of factors, such as:

- (a) The right mix of skills. Team effectiveness depends in part on bringing together people who have different skills that somehow complement each other. Team effectiveness depends on people taking on different roles in a group setting. If there is no agreement on who does what in the team, it is unlikely that the team will prosper.
- (b) The right motivation. Team effectiveness is directly linked to the interest that the team has on the project. If the job is too easy or too difficult, or if the rewards for achieving the end result do not seem worth the effort, the team may end up working half-heartedly in the project.
- (c) The ability to solve conflicts without compromising the quality of the project. Conflict is innate to any work done in teams, and should be taken as part of the challenge rather than

as something to be avoided by compromising. Team effectiveness should be increased, not compromised, through conflict.

Challenges of Employee Empowerment

There are many challenges associated with employee empowerment as well. A lack of training in an empowered environment can create situations in which employees are working on intuition rather than following company policy. As a result, customers can wind up with incompatible solutions or insufficient information in answer to a question (Root & Demand 2014). While empowering a workforce encourages employees to think on their own, it can create chaos by developing different messages from various employees.

Davis (2010) identifies some challenges of team empowerment. These include:

- i. *Message Disconnect:* While empowering a workforce encourages employees to think on their own, it can create chaos by developing different messages from various employees. What may work for one employee may not be effective for another, and rather than creating a cohesive company message, you wind up with fragments of individual messages.
- ii. *Insufficient Training:* A lack of training in an empowered environment can create situations in which employees are working on intuition rather than following company policy.
- iii. *Reluctant Managers:* Some managers may not feel that their employees are competent enough to handle an empowered environment and those managers will still maintain an employee-manager business model that can interfere with implementing the employee empowerment model.
- iv. *Breakdown of Organizational Structure:* As employees gain more confidence in an empowered environment, they begin to feel they can take on more crucial decisions. Managers need to create clear guidelines for empowerment, or they risk the possibility that the hierarchy within the organizational structure will break down, making it difficult for them to maintain control over their employees.

Employee empowerment does not mean relentless transfer of authority. It has to be in a controlled and regulated manner. Each aspect has to be carefully studied and levels of participation decided. For example, the level of empowerment of knowledge workers is different from that of a floor worker. Mullin (2005) maintained that unless people are involved, committed and prepared to adapt and learn, objectives, plans and future desires states will be likely to meet resistance.

Employee empowerment is not without some disadvantages. It can lead to decreased efficiency because decisions may not be uniform and optimized for organizational goals. It can also create problems with coordination throughout the organization because decisions are decentralized and not managed at the top. Manager and employee relationships can become tense as the boundaries of authority can be blurred. Finally, according to the critical perspective, attempts at employee empowerment can be counterproductive, actually creating greater controls over employees. For example, empowering employees through use of teams may create peer pressure.

Advantages of Team Empowerment

Employee empowerment provides some distinct advantages. Employee empowerment should lead to increased organizational responsiveness to issues and problems and an increase in productivity. It should also lead to a greater degree of employee commitment to organizational goals, since employees can take some degree of ownership in the decisions made towards goal achievement.

Natasha and Douglas (2015) on the study of empowered employee teams find out that many organizations implementing the empowered team concept continually show dramatic results with committed and creative teamwork. The team-building process produces more confident and motivated employees, resulting in a better and stronger organization (Natasha and Douglas (2015).

Empowered teams consistently drive performance improvement; always solving problems by making changes even before it is evident they are necessary. In present today's work environment, teams help keep organizations one step ahead of the competition, with better products more tailored to fit their customers' needs. Belcher, (2015) opines that when employees are working on a common objective, members on the team feel empowered and gain an increased sense of self that fuels them to want to do more and do better.

From an organizational perspective the following advantages may be associated with employee empowerment (Janis 2009).

- It leads to greater job satisfaction, motivation, increased productivity and reduces the costs.
- It also leads to creativity and innovation since the employees have the authority to act on their own.
- There is increased efficiency in employees because of increased ownership in their work.
- Lesser need of supervision and delegation.
- Focus on quality from the level of manufacturing till actual delivery and service of goods.
- Employees when empowered become more entrepreneurial and start taking more risks. Greater the risk, greater are the chances to succeed.

Methodology

The study on Employee Empowerment and Team-working in management of change was carried out using some selected manufacturing organizations in Nigeria. The data used in this study were gathered from both primary and secondary sources. The primary data were gathered with the aid of structured questionnaire. The sample size of three hundred and nineteen (319) respondents was drawn from a population of one thousand and fifty (1050) were obtained using Yamane (1968) formula. Out of the 319 copies of the questionnaire distributed to the organizations, 245 copies representing 77% of the questionnaire administered were returned and accepted for analysis. The data obtained were analyzed using frequency distribution tables, percentages, mean and the hypotheses tested using z-test and chi-square. The likert-type scale which has five levels or category was used in the analysis: Strongly Agree; (SA); Agree (A); Undecided (UD); Disagree (DA); Strongly Disagree (SD). Each level is assigned a number ranging from 5 (SA) to 1 (SD). The mean value of 3.00 is computed. It means that any factor or variable with a mean of 3.00 or above may be accepted while all others with a mean below 3.00 are rejected. We had postulated the following null hypotheses to guide the research.

H₁: Techniques for team empowerment helps in management of change in selected Nigerian business organizations.

H₂: Effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment.

Data Analysis

Table 1: Mean Responses on Techniques for team empowerment in Change Management

Serial No.	Options	SA (5)	A (4)	UD (3)	SD (2)	D (1)	N	\bar{X}	Remarks
1.	Change management roles from supervisory to coaching	78	138	0	9	20	245	4	Accepted
2.	Delegate to empower employees	45	110	5	55	30	245	3.5	Accepted
3.	Communicate and set goals	55	76	10	94	10	245	3.7	Accepted
4.	Training and development of team members	152	90	3	0	0	245	4.6	Accepted
5.	Recognition/ rewards	89	132	5	9	10	245	4.1	Accepted
6.	Select right mix	30	149	0	51	15	245	3.5	Accepted

Source: Responses from the questionnaire administered

In the above table 4.1, mean responses from 3.00 and above were accepted as techniques for team empowerment in change management, while mean response below 3.00 was rejected.

Table 2: Mean Responses of Challenges team empowerment to Change Management

Serial No.	Options	SA (5)	A (4)	UD (3)	SD (2)	D (1)	N	\bar{X}	Remarks
1.	Message Disconnect	78	138	0	9	20	245	4	Accepted
2.	Insufficient Training	45	110	5	55	30	245	3.5	Accepted
3.	Reluctant Managers	55	76	10	94	10	245	3.7	Accepted
4.	Breakdown of Organizational Structure	152	90	3	0	0	245	4.6	Accepted
5.	Ineffective leadership	89	132	5	9	10	245	4.1	Accepted
6.	Resistance to change	30	149	0	51	15	245	3.5	Accepted
7.	Create problems with coordination	25	30	50	40	100		2.3	Rejected

Source: Responses from the questionnaire

In the above table 4.2, mean responses from 3.00 and above were accepted as challenges of team empowerment to change management, while mean response below 3.00 was rejected.

Table 4.3 Mean Responses on prospects of team empowerment to organizational change

Serial No.	Options	SA (5)	A (4)	UD (3)	D (2)	SD (1)	n	\bar{X}	Remarks
1	creativity and innovation	198	99	0	0	19	245	4.4	Accepted
2	Lesser need of supervision and delegation	201	83	0	12	20	245	4.4	Accepted
3	Increase efficiency and productivity	152	90	3	0	0	245	4.6	Accepted
5	Sense of responsibility	99	134	3	52	28	245	3.7	Accepted
6	Improving employee motivation and commitment	163	132	0	21	0	245	4.4	Accepted
7	Cost Savings	160	77	8	0	0	245	4.6	Accepted
8.	Direct Accountability	45	110	5	55	30	245	3.5	Accepted

Source: Responses from the questionnaire, 2014

From table 4.3 mean responses from 3.00 and above were accepted as prospects of team empowerment to change management were accepted, while mean responses below 3 were rejected.

Test of Hypotheses

Hypothesis I

The statistical technique that was used to test the above hypothesis is Z-test, which stated mathematically as follow:

$$Z = \frac{P_o - P}{\sqrt{\frac{P_o(1 - P_o)}{n}}}$$

where: n = (sample size) 245

x = no of successes

P_o = sample proportion

Table 4.4 Techniques for team empowerment helps in management of change in selected Nigerian business organizations.

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	225	91.84%
Strongly disagree	20	8.16%
Total	245	100%

Source: responses from the questionnaire, 2014

The table 4.4 indicates that 225 (91.84%) respondents strongly agreed that techniques for team empowerment helps in management of change in selected Nigerian business organizations, while

2 (8.16%) respondents strongly disagree. This was subjected to statistical testing using the Z test at a 5% (0.05) level of significance. The hypothesis was formulated thus:

$$H_o \quad P = P_o$$

$$H_i \quad P \neq P_o$$

Level of significance = 5% or 0.05. Critical value $Z (\infty / 2)$ and $- Z (\infty / 2) = \pm 1.96$. Drawing sample from table 4.6 above:

n = 245 (sample size)

x = no of successes = 221

P_o = sample proportion

$$\therefore P_o = \frac{X}{n} = \frac{225}{245} = 0.92$$

$$P = 50\% = 0.5$$

Calculate Z-test statistic:

$$\begin{aligned} Z &= \frac{0.92 - 0.5}{\sqrt{\frac{P_o (1 - P_o)}{N}}} \\ &= \frac{0.92 - 0.5}{\sqrt{\frac{0.5 (1 - 0.5)}{245}}} \\ &= \frac{0.42}{0.0319} \\ &= 13.17 \end{aligned}$$

Since $Z = 13.17 > Z (\infty / 2) = 1.96$, we reject the null hypothesis and accept alternative hypothesis that techniques for team empowerment helps in management of change in selected Nigerian business organizations.

Hypothesis II

Table 4.5 Effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment.

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	234	95.51%
Strongly disagree	11	4.49%
Total	245	100%

Source: responses from the questionnaire, 2014

The above table 4.5 was considered necessary to determine if effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment. Two Hundred and thirty-four (234) or 95.51% of the respondents affirmed that effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment, while 11 (4.49%) disagree. This also was subjected to statistical testing using the Z test at a 5% (0.05) level of significance. Since P_o represents the

probability that respondents affirmed that effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment. The hypothesis was formulated thus:

$$H_o \quad P = P_o$$

$$H_i \quad P \neq P_o$$

Level of significance = 5% or 0.05. Critical value $Z(\alpha/2)$ and $-Z(\alpha/2) = \pm 1.96$. Drawing sample from table 4.6 above:

$$n = 245 \text{ (sample size)}$$

$$x = \text{no of successes} = 230$$

$$p = \text{sample proportion}$$

$$\therefore P_o = \frac{X}{n} = \frac{234}{245} = 0.96$$

$$P = 50\% = 0.5$$

Calculate Z-test statistic:

$$\begin{aligned} Z &= \frac{0.96 - 0.5}{\sqrt{\frac{P_o(1 - P_o)}{n}}} \\ &= \frac{0.96 - 0.5}{\sqrt{\frac{0.5(1 - 0.5)}{245}}} \\ &= \frac{0.46}{0.0319} \\ &= 14.42 \end{aligned}$$

Since $Z = 14.42 > Z(\alpha/2) = 1.96$, we reject the null hypothesis and accept alternative hypothesis that effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment.

Findings

It was found out that technique for empowerment of teams includes changing management roles from supervisory to coaching. Managers must express willingness and ability to adapt from supervisory roles to coaching roles. Team members should be given information and power to make decisions and to take action. Effective delegation depends upon clear communication. Employees should also be inspired by setting realizable goals, according to powers. Right mix skills should be selected, employees should be empowered, trained and reward given.

It was indicated that empowering a workforce encourages employees to think on their own, it can create chaos by developing different messages from various employees. A lack of training in an empowered environment on the other hand can create situations in which employees are working on intuition rather than following company policy. Some managers may also not feel that their employees are competent enough to handle an empowered environment, and those managers will

still maintain an employee-manager business model that can interfere with implementing the employee empowerment model.

By allowing employees to suggest and make procedural changes that make their jobs more efficient, companies benefit by saving money. Employees who are empowered in their jobs feel a stronger sense of responsibility concerning productivity. Putting employees in charge of their own results has a positive effect on morale. Higher morale means that employees take less scheduled time off and productivity increases. This all has a positive effect on the company bottom line. Also empowering employees to make their own decisions means that employees have direct accountability for their jobs.

It was also found out that effective leadership in management of change is hindered by inability to cope with the challenges of team empowerment. Some of the challenges identified are decreased efficiency because decisions may not be uniform and optimized for organizational goals. It can also create problems with coordination throughout the organization because decisions are decentralized and not managed at the top. Manager and employee relationships can become tense as the boundaries of authority can be blurred. Also there may be breakdown of organizational structure.

Conclusion

Managers need to create clear guidelines for empowerment, or they risk the possibility that the hierarchy within the organizational structure will break down, making it difficult for them to maintain control over their employees. Regular meetings with managers and the executive team can keep an empowered employee focused on working with the rest of the departments within the company. In this situation, it helps if managers work closely with their employees and gain the confidence in their employees necessary to allow the empowerment model to take hold. Performance incentives should be offered to raise the bar higher by realistic increments. Management and employees must open the lines of communication to efficiently and effectively empower one another to greater success. Empowerment in business is built on a trusting, competent relationship between management and employees and between employees and customers.

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