

# Impact of Employees Empowerment on Organizational Performance: A Study of Non-Government Organizations in Surkhet District

Surya Prakash Kandel\*

Received 21 Oct. 2025

Revised 14 Nov. 2025

Accepted 21 Nov. 2025

## Keywords:

leadership style, training and development, reward system, organizational structure, organizational performance.

## \*Author's Info

Surya Prakash Kandel  
Graduate School of Management  
Mid-West University, Nepal  
Email: [surya.kandel@mu.edu.np](mailto:surya.kandel@mu.edu.np)

DOI : [10.3126/jnmr.v7i1.88985](https://doi.org/10.3126/jnmr.v7i1.88985)

## ABSTRACT

*The purpose of this study is to examine the influence of employee empowerment on organizational performance in non-government offices located in Surkhet District. Specifically, the study analyzes how organizational structure, leadership style, training and development, and reward systems affect overall organizational performance. The study adopts an explanatory research design and employs a causal-comparative research methodology. Data were collected from 201 employees working in non-government offices through a convenience sampling technique. Multiple regression analysis was applied to assess the impact of selected employee empowerment dimensions on organizational performance. SPSS software was subsequently used for data analysis, enabling the evaluation of the relationships between employee empowerment and organizational performance. The results indicate that leadership style has a strong and statistically significant positive impact on organizational performance ( $\beta = 0.526$ ,  $p < 0.001$ ), highlighting the central role of effective leadership in improving workplace efficiency and outcomes. Training and development ( $\beta = 0.048$ ,  $p < 0.01$ ) and reward systems ( $\beta = 0.155$ ,  $p < 0.01$ ) also show significant positive relationships with organizational performance, suggesting that investment in employee capability-building and incentive mechanisms contributes to improved performance. However, organizational structure ( $\beta = 0.048$ ,  $p > 0.01$ ) does not exhibit a statistically significant effect on organizational performance. The use of convenience sampling and the focus on non-government offices within a single district limit the generalizability of the findings. Nevertheless, the study provides practical implications for managers and policymakers by emphasizing the need to strengthen leadership practices, enhance training and development programs, and implement effective reward systems to foster employee empowerment and improve organizational performance. This study adds empirical value to the existing literature by providing district-level evidence on the role of employee empowerment in organizational performance. It highlights leadership style and reward systems as critical drivers of employee empowerment and institutional efficiency within the context of non-government organizations in Nepal.*

## 1. INTRODUCTION

Human resource is a valuable asset of an organization. They are the main source of capabilities that cannot be copied by rivals and empowerment provides employees the authority and responsibility (Abou & Imran, 2014; Mello & Fombad, 2018). Empowerment inspires the employees to use or apply their capabilities and creativeness by accepting responsibility for exertion. The best-related consequence of employee empowerment is performance (Hassan et al., 2013). Employee empowerment has become a popular concept in the field of organizational performance over the past few decades. This concept refers to giving employees greater control over their work environment, including decision-making power, resources, and training opportunities (Anwar, 2017). The idea behind employee empowerment is that by providing workers with more autonomy and responsibility, they will be more motivated, engaged, and productive (Braganza et al., 2021). Additionally, employee empowerment encourages teachers' and staff members' creativity and invention to develop and generate new instructional strategies, educational materials, and other initiatives to raise academic quality and student outcomes (Somech, 2005). Employees who feel empowered at work are likelier to be creative, flexible, and devoted. They also tend to own their work and take pride in their accomplishments. Greater job satisfaction and staff retention may follow, enhancing organizational performance (Nguyen et al., 2019). Employee empowerment has widely been recognized as an essential contributor to organizational success with many authors observing a direct relationship between the level of employee empowerment and organizational performance (Ahmad et al., 2022; Chawla et al., 2022; Tensay & Singh, 2020; Rastogi, 2013).

Employee empowerment positively impacted organizational commitment, influencing organizational citizenship behavior (Ebrahim et al., 2023). Nowadays organizations constantly looking to enhance their operations by incorporating new strategies (Keskin, 2006). Enhancing the performance of the firm is a complex phenomenon that requires both internal and external factors are important considerations for the firm to look upon and implement to change the dynamics of the organization (Conger & Kanungo, 1988). Those organizations who endorse a strong sense of commitment through the empowerment of their employees in different tasks shall enjoy a high-performance ratio in the form of high achievements of goals (Thomas & Velthouse, 1990). Employee empowerment involves giving employees the authority and responsibility to make decisions that support organizational goals, enhancing motivation, engagement, and performance through participation, skill development, and a supportive environment (Spreitzer, 1995). In today's globalized world, organizations must empower employees to make timely decisions and adapt to changes, which requires creating a work environment that supports decision-making autonomy (Tekleab et al., 2016).

An organization is a structured group of individuals working together to achieve common goals through a systematic arrangement of roles, responsibilities, and relationships (Zhang et al., 2024). The structure is a comprehensive framework of relationships between organizational elements, shaping the foundational philosophy of the organization's activities (Scott, 1975). The organizational structure sets up task division, role assignment, and interdepartmental interaction, mapping responsibility, reporting lines, and communication flow within the organization (David et al., 2020). Organizational structure refers to the framework of internal relations within an organization, clarifying power dynamics, reporting lines, formal communication channels, responsibilities, and the delegation of decision-making (Hera et al., 2024).

Training and development are crucial areas of human resource management; it is the fastest-growing segment of personnel activities (Swanson, 2024). Training which is referred to as a course of diet and exercise for developing the employees' effective, cognitive, and psychomotor skills assists the organizations to have a crucial method of developing the employee towards enhancing his productivity (Odunayo & Fagbemide, 2024). Manpower training and development is one of the most important organizational dynamics. It constitutes the pivot through which organizations survive (Febrian & Solihin, 2024). The training process is one of the most pervasive methods for enhancing the productivity of individuals and communicating organizational goals to personnel (Mondal et al., 2024).

Leadership has emerged as an indispensable element for effecting successful organizational change amidst the perpetual challenges posed by market competitiveness (Mohamud et al., 2024). Leadership style and organizational performance is pivotal, as different leadership approaches can significantly impact the effectiveness, productivity, and overall success of an organization (Supraja, et al., 2024). Leadership style refers to the approach a leader takes in guiding and motivating their team. It can range from authoritative and directive to collaborative and empowering, impacting how employees perform and the overall success of the organization (Chhom et al., 2024). Effective leadership in nurturing an optimal learning environment serves as a valuable asset for educational institutions aiming to enhance teacher performance and, consequently, enhance student outcomes (Clark et al., 2009).

Rewards in terms of monetary and non-monetary are still been used as a tool in increasing employee motivation in an organization (Belmi et al., 1980). Reward power would be positively associated with employee work performance, satisfaction, individual productivity, job turnover, and organizational behaviors (Jahangir, 2006). A reward system that is linked to organizational culture can enhance employee motivation, job satisfaction, and performance, and contribute to the creation of a positive work environment" (Gunaseelan & Ollukkaran, 2012). Motivation refers to the processes that influence an individual's effort toward goal achievement (Robbins & Judge, 2008).

One major challenge is the lack of consensus on how to measure empowerment and productivity, which makes it difficult to compare findings across studies and draw firm conclusions about the impact of empowerment on productivity (Akinmayowa & Olokundun, 2021; Jiang et al., 2018). The effectiveness of empowerment programs can be influenced by factors such as leadership styles, organizational culture, and employee attitudes toward empowerment (Imran et al., 2018; Marimuthu et al., 2021). Whereas, without proper training, employees may not feel confident or competent enough to take on new responsibilities, which can lead to frustration and decreased motivation (Chinomona & Chinomona, 2018; Sabzeh et al., 2019). An additional challenge is the resistance to change among employees who may feel threatened by empowerment programs and fear losing their authority and control over their work (Bhatti & Qureshi, 2017; Shadare et al., 2018). Similarly, the challenge is the lack of clarity in roles and responsibilities, which can lead to confusion and conflicts among employees (Asif et al., 2018). Therefore, it is important for organizations to take these factors into account when designing and implementing employee empowerment programs to ensure their impact on organizational performance. Thus, being realistic in approach, the study takes initiation to discover the impact of employee empowerment on organizational performance.

**Literature Review and Hypothesis Development:** This study employee's employee motivation—crucial for task engagement—through intrinsic (inherent satisfaction) and extrinsic (external rewards/punishments)

theories. By integrating organizational motivation theories, the study underscores the critical association between employee empowerment and organizational performance.

**Leadership style and organizational performance:** Employee empowerment is vital for organizational success, addressing dissatisfaction and reducing costs like absenteeism (Sunny & Yajurvedi, 2022; Graziano, 2023). Empowerment enables autonomous problem-solving and customer engagement (Ljubica et al., 2022; Malviya et al., 2025). Leadership, critical for motivating employees (Tumilaar, 2015), encompasses styles like bureaucratic, transformational, and democratic, influencing behavior, strategy adoption, and performance (Clark et al., 2009; Gadot, 2006). Leadership directly impacts organizational outcomes and employee performance (Rollinson, 2001; Akdere & Egan, 2020), with effective behaviors enhancing adaptability (McGrath & MacMillan, 2000; Teece et al., 1997). This study hypothesizes leadership style's significant impact on organizational performance.

*H1: Leadership style positively impact organizational performance*

**Training and development and organizational performance:** Human resources, vital for organizational success, require investment in health, skills, and resources (Kadiresan et al., 2015). Training and development enhance individual and organizational growth, addressing current and future job needs (Abdullah & Rahman, 2015; Nunvi, 2006), fostering employee performance (Tsaur & Lin, 2004; Ismael et al., 2021). Performance hinges on employee actions (Mone & London, 2018), with learning cultures linking motivation to organizational outcomes (Niazi, 2011). Training directly improves performance (Amegayibor, 2021) and adaptability (Tekleab et al., 2016; Fletcher et al., 2018; Melby et al., 2016). This study hypothesizes training and development impact on organizational effectiveness.

*H2: Training and development positively impact on organizational performance*

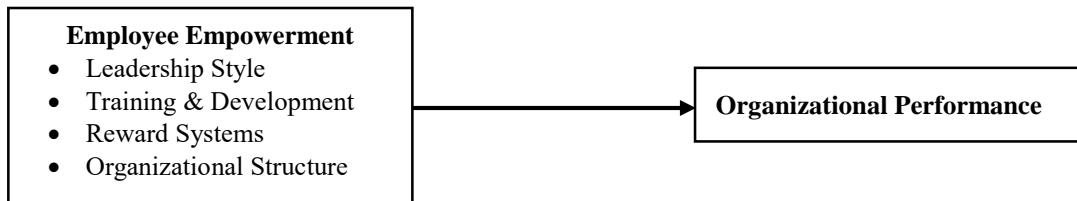
**Reward system and organizational performance:** Reward systems, key competitive tools in globalized business (Ngwa et al., 2019), recognize excellence (San Ong & Teh, 2012), test capabilities (Francis et al., 2020), and attract skilled talent (Kumar et al., 2022). They align employee behavior with strategy, impacting performance (Payam, 2013), though satisfaction-performance links depend on reward contingencies (Ajila & Abiola, 2004; Ho & Astakhova, 2020). Studies confirm direct ties between rewards and individual/organizational performance (Rohim & Budhiasa, 2019), with positive effects on adaptive outcomes (El-Kassar et al., 2022; Marques-Quinteiro et al., 2019). This study hypothesizes reward systems' role in enhancing organizational effectiveness through employee empowerment.

*H3: Reward system positively impact on organizational performance*

**Organizational structure and organizational performance:** Organizational structure binds resources, driving teamwork and performance (Pathiranage, 2019; Ojo, 2012), reflecting excellence (Qawasmeh et al., 2013). Culture, central to business success (Gallagher & Brown, 2007), encompasses shared values distinguishing organizations (Hin, 2007), enhancing employee performance (Adam et al., 2020; Inabinett & Ballaro, 2014). Effective structures clarify roles, reduce conflicts, and boost efficiency, while poor structures hinder performance (Mohd et al., 2022). Managers leverage structure to shape attitudes and financial outcomes (Kwarteng et al., 2022). This study hypothesizes organizational structure impact on organizational performance.

*H4: Organizational structure positively impact organizational performance*

**Conceptual Framework:** A conceptual framework, foundational to research, visually or narratively outlines key variables and their relationships, reflecting the researcher's perspective and existing literature (Miles & Huberman, 1994). The study has developed the conceptual framework as presented in Figure 1.



**Figure 1: Conceptual Framework**

This study examines employee motivation—crucial for task engagement—through intrinsic (inherent satisfaction) and extrinsic (external rewards/punishments) theories. It explores how these motivational drivers influence organizational productivity, aligning core factors like autonomy, recognition, and incentives with performance outcomes. The framework integrates these elements to analyze their interconnected impact, offering a structured lens to assess motivation's role in enhancing workplace efficiency.

## 2. METHODS

In contrast, the quantitative research strategy has been characterized by deductive reasoning. Bryman (2004) defined the deductive approaches to the relationship between research and theory in which the latter is conducted concerning hypotheses and ideas inferred from the former. Moreover, Creswell and Tashakkori (2007) have identified that researchers use theory deductively and put it forward at the start of a study. The study employed a deductive approach, causal-comparative research methods, and convenience sampling techniques. The study included 201 employees as a sample size from employee working at NGOs in the Surkhet district. The structured questionnaire collected and analyzed data through descriptive and inferential statistics. For data analysis, SPSS 20 was used. Data collection took place in February 2025. Data were collected through a self-administered survey questionnaire. The questionnaire consisted demographic information, and the five-point Likert scale to measure the study variables adapted from established research relevant to this topic (Kok Wai et al., 2019; Ghuman & Mann, 2018). Descriptive statistics was used to summarize the demographic characteristics of the respondents and their responses. Inferential statistical analysis includes multiple linear regression to test the research hypotheses. This method helped quantify the impact of employee empowerment on organizational performance.

## 3. RESULTS

**Characteristics of the Respondents:** Structured questionnaires were used to collect demographic characteristics such as age, gender, marital status, education, and occupation from the respondents, providing a comprehensive overview of their demographic profiles in terms of frequency and percentage.

**Table 1: Profile of Respondents Based on Personal Characteristics**

| Variables | Distribution      | Frequency (Percentage) |
|-----------|-------------------|------------------------|
| Age       | Less than 25 year | 59 (29.35)             |
|           | 25-35 year        | 87 (43.28)             |

|                  |                         |             |
|------------------|-------------------------|-------------|
|                  | 35-45 year              | 38 (18.91)  |
|                  | Above 55 year           | 17 (8.46)   |
| Gender           | Male                    | 123 (61.19) |
|                  | Female                  | 78 (38.81)  |
| Education        | Up to Secondary         | 67 (33.33)  |
|                  | Graduate                | 86 (42.79)  |
|                  | Post Graduate and above | 48 (23.88)  |
| Work Experiences | Less than 3 Years       | 44 (21.89)  |
|                  | 4 to 7 Years            | 87 (43.28)  |
|                  | 8 to 11 Years           | 49 (24.38)  |
|                  | 12 Years and Above      | 21 (10.45)  |

Table 1 presents the demographic characteristics of the survey participants. The largest age group falls between 25 and 35 years old (43.28 percent), followed by those under 25 (29.35 percent). Only a small percentage of respondents are between 35 and 45 years old (18.91 percent) and above 56 years old (17 percent). In terms of gender, males make up the majority of respondents (61.19 percent), while female were (38.81 percent). Regarding education level, the data shows a relatively even distribution with 33.33 percent having up to a secondary education, 42.79 percent holding a graduate degree, and 23.88 percent with a post graduate and above. Work experience breakdown reveals that most respondents are (21.89 percent) were less than 3 years' experiences, followed by (43.28 percent) are 4 to 7 years work experience, 24.38 percent were 8 to 11 year's work experience, at last with a small number of work experience (10.45 percent).

**Inferential Analysis:** To gain a deeper understanding of the connections between the variables in the survey data, the researcher examined the correlation matrix. Pearson's correlation coefficient (r) was used to measure the direction and strength of linear relationships between LS, TD, PFR, RS, OS and OP. Strength is typically interpreted using a guide by Evans (1996).

**Table 2: Correlation Matrix**

|    | LS     | TD     | RS     | OS     | OP |
|----|--------|--------|--------|--------|----|
| LS | 1      |        |        |        |    |
| TD | .437** | 1      |        |        |    |
| RS | .522** | .303** | 1      |        |    |
| OS | .428** | .184** | .352** | 1      |    |
| OP | .809** | .556** | .574** | .407** | 1  |

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 2 reveals moderate positive and statistically significant correlations (at the 0.01 level) between the various perceived employee empowerment (LS, TD, RS, OS). However, the correlation between organizational structure (OS) and organizational performance (OP) appears weaker compared to the other relationships. Finally, to investigate the influence of these organizational performance, regression analysis was employed.

**Table 3: Model Summary of Multivariate Regression Analysis**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .856 <sup>a</sup> | .732     | .726              | .22967                     |

Table 3 shows the results of model summary of multivariate regression analysis. Here, the adjusted  $R^2$  is 0.726. That means 7.26 percent of the change in organizational performance is explained by chosen independent variable LS, TD, RS and OS.

**Table 4: Analysis of Variance of the Regression Model**

| Model |            | Sum of Squares | DF  | Mean Square | F      | Sig.  |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1     | Regression | 28.223         | 4   | 7.056       | 68.767 | .000b |
|       | Residual   | 10.338         | 196 | .053        |        |       |
|       | Total      | 38.562         | 200 |             |        |       |

a. Dependent Variable: OP  
b. Predictors: (Constant), OS, TD, RS, LS

The F-statistic from the analysis of variance (ANOVA) conducted on the regression model is 68.767, which is statistically significant ( $p < 0.05$ ). This indicates that the overall regression model is statistically significant, meaning it explains a significant portion of the variance in organizational performance.

Table 5 examines the contribution of LS, TD, RS, and OS to the prediction of OP. The result revealed that out of four constructs, only four dimensions of perceived organizational performance that are LS ( $\beta=.526$ ;  $P<0.01$ ), TD ( $\beta=.132$ ;  $P<0.01$ ), and RS ( $\beta=.155$ ;  $P<0.01$ ) have found to be significant impact on OP. However, one construct namely OS ( $\beta=.048$ ;  $P>0.01$ ) has been found not to be significant. Table also presents the tolerance and variance inflation factor (VIF) values for each independent variables, i.e., LS, TD, RS, and OS. All values fall within the acceptable range, exceeding 0.2 and remaining below 5. This indicates that multicollinearity a potential issue in re regression analysis, is not a concern for this model.

**Table 5: Coefficient of Multiple Regression Analysis**

| Model | Unstandardized Coefficients |            | Standardized Coefficients<br>Beta | t     | Sig.   | Collinearity Statistics |      |
|-------|-----------------------------|------------|-----------------------------------|-------|--------|-------------------------|------|
|       | B                           | Std. Error |                                   |       |        | Tolerance               | VIF  |
| 1     | (Constant)                  | .853       | .183                              | 4.668 | .000   |                         |      |
|       | LS                          | .526       | .043                              | .595  | 12.316 | .000                    | .586 |
|       | TD                          | .132       | .023                              | .234  | 5.673  | .000                    | .801 |
|       | RS                          | .155       | .039                              | .176  | 3.974  | .000                    | .700 |
|       | OS                          | .048       | .042                              | .047  | 1.130  | .260                    | .794 |

a. Dependent Variable: OP

## 4. DISCUSSION

The study found empirical evidence to confirm the first hypothesis (HA1). Leadership style has a strong and statistically significant positive effect on organizational performance ( $\beta = 0.526$ ,  $p < 0.01$ ), indicating that effective leadership is central to enhancing employee motivation, engagement, and overall organizational outcomes. This finding aligns with previous research showing that transformational and participative leadership positively influence employee performance and institutional success (Clark et al., 2009; Akdere & Egan, 2020). NGOs in Surkhet District that adopt supportive leadership approaches achieve better workplace efficiency, emphasizing leadership as a key driver of employee empowerment (Supraja & Helmi, 2024; Tumilaar, 2015).

The study also found empirical evidence to confirm the second hypothesis (HA2). Training and development significantly positively impact organizational performance ( $\beta = 0.132$ ,  $p < 0.01$ ), suggesting that continuous skill enhancement and knowledge development improve employees' efficiency and adaptability. This is consistent with prior studies demonstrating that employee training fosters performance, innovation, and alignment with organizational goals (Tsaur & Lin, 2004; Niazi, 2011; Abdullah & Rahman, 2015). NGOs that invest in training initiatives enable staff to meet job requirements effectively, reinforcing the strategic importance of human resource development (Mondal et al., 2024; Odunayo & Fagbemide, 2024).

The findings provide empirical support for the third hypothesis (HA3). The reward system shows a significant positive relationship with organizational performance ( $\beta = 0.155$ ,  $p < 0.01$ ). This result indicates that appropriate monetary and non-monetary incentives increase employee motivation, commitment, and effort toward organizational goals. Prior research supports this observation, showing that performance-based rewards enhance job satisfaction, productivity, and organizational effectiveness (Gunaseelan & Ollukkaran, 2012; Ngwa et al., 2019; Jahangir, 2006). Aligning rewards with performance expectations ensures employees remain motivated and engaged, highlighting the role of reward systems in employee empowerment.

However, the study did not find empirical support for the fourth hypothesis (HA4). Organizational structure demonstrates a positive but statistically insignificant effect on organizational performance ( $\beta = 0.048$ ,  $p > 0.01$ ). This suggests that formal structural arrangements alone are insufficient to drive performance in NGOs. Previous studies indicate that organizational structure's impact depends on complementary practices such as leadership, training, and rewards (Qawasmeh et al., 2013; Scott, 1975). NGOs may need to refine their structures to enhance coordination, communication, and decision-making effectiveness.

The study confirms that employee empowerment significantly influences organizational performance primarily through leadership style, training and development, and reward systems, whereas organizational structure alone does not exert a direct impact. These findings corroborate prior research highlighting the critical role of empowerment practices in enhancing workplace efficiency, employee motivation, and organizational outcomes (Abou & Imran, 2014; Spreitzer, 1995; Hassan et al., 2013). NGOs aiming to improve performance should focus on strengthening leadership, implementing effective reward systems, and investing in training and development programs, rather than relying solely on structural adjustments.

## 5. CONCLUSIONS

The study concludes that employee empowerment is influenced by organizational performance through the indirect pathway; the study emphasizes the critical role of leadership in driving improvements. It concludes with investing in leadership development and promoting transformational leadership styles. To help employees grow, training and development should be in line with their career paths and the goals of the organization. A fair, performance-based reward system is also essential for motivating employees. However, organizational structure does not significantly affect performance, indicating the need for reassessment to enhance efficiency, communication, and decision-making. Future endeavors should build on this framework to design strategies that integrate leadership development with employee empowerment, ultimately fostering more effective organizational performance and long-term success.

## References

Abbah, M. T. (2014). Employee motivation: The key to effective organizational management in Nigeria. *IOSR Journal of Business and Management*, 16(4), 01-08.

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

Abu-Jarad, I. Y., Yusof, N. A., & Nikbin, D. (2010). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science*, 1(3), 33-49.

Ajila, C., & Abiola, A. (2004). Influence of rewards on worker's performance in an organization. *Journal of Social Sciences*, 8(1), 7-12.

Akdere, M., & Egan, T. (2020). Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance. *Human Resource Development Quarterly*, 31(4), 393-421.

Al Mansoori, M. A., & Ahmad, A. N. A. (2023). Proposing a predictive model for assessing the influence of employee empowerment on organizational performance. *International Journal of Sustainable Construction Engineering and Technology*, 14(3), 12-20.

Anwar, K. (2017). Knowledge management and organizational performance: A study of private universities in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(2), 53-66.

Asif, M., Jameel, A., Hussain, A., Hwang, J., & Sahito, N. (2019). Linking transformational leadership with nurse-assessed adverse patient outcomes and the quality of care: assessing the role of job satisfaction and structural empowerment. *International Journal of Environmental Research and Public Health*, 16(13), 23-28.

Belmi, P., Raz, K., Neale, M., & Thomas-Hunt, M. (2024). The consequences of revealing first-generational status. *Organization Science*, 35(2), 667-697.

Bhatti, M. N., Rasli, A., Haider, M., Qureshi, M. I., Nazir Bhatti, M., & Imran Qureshi, M. (2017). Relationship between personality traits and academic stress among postgraduate students in Pakistan. *European Proceedings of Social and Behavioural Sciences*, 40(11), 21-26.

Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2021). Productive employment and decent work: The impact of AI adoption on psychological contracts, job engagement and employee trust. *Journal of Business Research*, 131(5), 485-494.

Bryman, A. (2004). Qualitative research on leadership: A critical but appreciative review. *The Leadership Quarterly*, 15(6), 729-769.

Chawla, A. S., Kundu, S. C., Kumar, S., Gahlawat, N., & Kundu, H. (2022). The effect of knowledge management capacity on firm performance through sequential mediations of strategic HRM, administrative and technical innovations. *Journal of Asia Business Studies*, 16(6), 923-942.

Chhom, C., Vy, S., Chheav, R., Bou, D., Kheuy, S., & Sam, R. (2024). The Laissez-Faire Leadership Style in Higher Education Institutions: A Systematic Literature Review. *European Journal of Contemporary Education and E-Learning*, 2(6), 140-168.

Chinomona, S. (2018). *An investigation in the sustainability of financial record-keeping in religious organization: A case of Forward in Faith South Africa* (Doctoral dissertation, BUSE).

Clark, A. E., Kristensen, N., & Westergård-Nielsen, N. (2009). Job satisfaction and co-worker wages: Status or signal? *The Economic Journal*, 119(536), 430-447.

Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13(3), 471-482.

David, F. R., David, M. E., & David, F. R. (2020). A new and improved organizational structure decision-making model. *SAM Advanced Management Journal*, 85(4), 25-3.

El-Kassar, A. N., Dagher, G. K., Lythreatis, S., & Azakir, M. (2022). Antecedents and consequences of knowledge hiding: The roles of HR practices, organizational support for creativity, creativity, innovative work behavior, and task performance. *Journal of Business Research*, 140, 1-10.

Febrian, W. D., & Solihin, A. (2024). Analysis of improving organizational culture through employee engagement, talent management, training and development human resources. *Siber Journal of Advanced Multidisciplinary*, 1(4), 185-195.

Fletcher, L., Alfes, K., & Robinson, D. (2018). The relationship between perceived training and development and employee retention: the mediating role of work attitudes. *The International Journal of Human Resource Management*, 29(18), 2701-2728.

Francis, F., Zirra, C. T. O., & Mambula, C. J. (2020). Reward system as a strategy to enhance employees' performance in an organization. *Archives of Business Review*, 8(6).

Gallagher, S., Brown, C., & Brown, L. (2008). A strong market culture drives organizational performance and success. *Employment Relations Today*, 35(1), 25-31.

Ghuman, M. K., & Mann, B. J. S. (2018). Profiling customers based on their social risk perception: a cluster analysis approach. *Metamorphosis*, 17(1), 41-52.

Graziano, M. (2023). *Ignite Culture: Empowering and Leading a Healthy, High-Performance Organization from the Inside Out*. Keen Alignment Press.

Gunaseelan, R., & Ollukkaran, B. A. (2012). A study on the impact of work environment on employee performance. *Namex International Journal of Management Research*, 71(1), 1-16.

Hassan, M., Hassan, S., Khan, M. F. A., & Iqbal, A. (2013). Impact of HR practices on employee satisfaction and employee loyalty: An empirical study of government owned public sector banks of Pakistan. *Middle-East Journal of Scientific Research*, 16(1), 01-08.

Hera, A., Al Rian, A., Faruque, M. O., Sizan, M. M. H., Khan, N. A., Rahaman, M. A., & Ali, M. J. (2024). Leveraging information systems for strategic management: Enhancing decision-making and organizational performance. *American Journal of Industrial and Business Management*, 14(8), 1045-1061.

Hin, C. W. (2007). Impact of Organizational Values on Organizational Cultural Practices and Its Impact on Organizational Performance. Unpublished DBA. Dissertation, Graduate School of Business, Universiti Sains Malaysia, Malaysia.

Ho, V. T., & Astakhova, M. N. (2020). The passion bug: How and when do leaders inspire work passion? *Journal of Organizational Behavior*, 41(5), 424-444.

Hunt, J., & Fitzgerald, M. (2018). Styles of leadership. *Leadersh. Glob. Reg. Perspect*, 3, 62-98.

Ibrahim, N., Ismail, A., Mat, N., & Erhan, T. (2023). Relationship between transformational leadership and employees' creativity with psychological empowerment as mediator. *The South East Asian Journal of Management*, 17(2), 1-25.

Jahangir, M. (2024). Impact of Extrinsic rewards on Employees Motivation: a case of Telenor Pakistan.

Jiang, Y., Li, P., Wang, J., & Li, H. (2019). Relationships between kindergarten teachers' empowerment, job satisfaction, and organizational climate: A Chinese model. *Journal of Research in Childhood Education*, 33(2), 257-270.

Joseph, J., & Gaba, V. (2020). Organizational structure, information processing, and decision-making: A retrospective and road map for research. *Academy of Management Annals*, 14(1), 267-302.

Kathiresan, G. R., & Mohanram, P. V. (2015). Fuzzy Logic Model for Evaluating Leanness of Employee Behaviour Index in Lean Organization. *International Journal of Applied Engineering Research*, 10(4), 9819-9838.

Keskin, H. (2006). Market orientation, learning orientation, and innovation capabilities in SMEs: An extended model. *European Journal of Innovation Management*, 9(4), 396-417.

Khadka, B. B., Malviya, P., & Rawat, D. S. (2025). Exploring the drivers of tourist satisfaction at religious sites: A study of Lumbini in Nepal. *International Journal of Religious Tourism and Pilgrimage*, 13(3), 145-163. <https://doi.org/10.21427/g5w3-7r95>

Kok, W. L., Yew, Y. W., & Thng, T. G. S. (2019). Comorbidities Associated with Severity of Atopic Dermatitis in Young Adult Males: A National Cohort Study. *Acta Dermato-Venereologica*, 99(7).

Kumar, N., Acharya, A., Gendelman, H. E., & Byrareddy, S. N. (2022). The 2022 outbreak and the pathobiology of the monkeypox virus. *Journal of Autoimmunity*, 131, 85-102.

Ljubica, J., Littrell, R. F., Warner-Söderholm, G., & Minelgaite, I. (2022). Empower me or not? Influence of societal culture. *Cross-cultural & Strategic Management*, 29(1), 114-146.

Marimuthu, F. (2021). Factors driving the financial performance of state-owned enterprises in an emerging market. *International Journal of Entrepreneurship*, 25(7), 1-17.

Marques-Quintreiro, P., Vargas, R., Eifler, N., & Curral, L. (2019). Employee adaptive performance and job satisfaction during organizational crisis: the role of self-leadership. *European Journal of Work and Organizational Psychology*, 28(1), 85-100.

Melby-Lervåg, M., Redick, T. S., & Hulme, C. (2016). Working memory training does not improve performance on measures of intelligence or other measures of "far transfer" evidence from a meta-analytic review. *Perspectives on Psychological Science*, 11(4), 512-534.

Mello, A., & Fombad, M. (2018). Knowledge management practices in public organizations: The case of the National School of Government in South Africa. *Innovation: Journal of Appropriate Librarianship and Information Work in Southern Africa*, 2018(57), 70-89.

Miles, M. B. (1994). Qualitative data analysis: An expanded sourcebook. Thousand Oaks.

Mishra, P., & Misra, R. K. (2017). Entrepreneurial leadership and organizational effectiveness: A comparative study of executives and non-executives. *Procedia Computer Science*, 122, 71-78.

Mohamud, A. H., Mohamud, I. H., & Mukhtar, A. A. (2024). Impact of Leadership Styles on Employee Performance in Hormuud Telecom, Mogadishu, Somalia. *International Journal of Organizational Leadership*, 13(3), 632-647.

Mondal, J., Das, P., & Das, T. (2024). Impact of training and development on employee performance. *Contemporary Is Accounting*, 86.

Ng'ang'a, M. J., & Wesonga, J. N. (2012). The impact of organisational culture on performance of educational institutions.

Nguyen, T. M., Nham, T. P., Froese, F. J., & Malik, A. (2019). Motivation and knowledge sharing: a meta-analysis of main and moderating effects. *Journal of Knowledge Management*, 23(5), 998-1016.

Ngwa, W. T., Adeleke, B. S., Agbaeze, E. K., Ghasi, N. C., & Imhanrenialena, B. O. (2019). Effect of reward system on employee performance among selected manufacturing firms in the Litoral region of Cameroon. *Academy of Strategic Management Journal*, 18(3), 1-16.

Niazi, A. S. (2011). Training and development strategy and its role in organizational performance. *Journal of Public Administration and Governance*, 1(2).

Nunvi, G. P. (2006). Business organization, and management. *International Journal of Manpower*, 36(9), 986-1011.

Odunayo, H., & Fagbemide, O. (2024). Workplace Training and Employee Effectiveness: A Case Study of Nigerian Banking Industry. *Acta Universitatis Danubius. Economica*, 20(1), 88-106.

Pathirirange, J. (2019). Organizational culture and business performance: an empirical study. *International Journal of Economics and Management*, 24(2), 264-278.

Qawasmeh, F. M., Darqal, N., & Qawasmeh, I. F. (2013). The role of organization culture in achieving organizational excellence: Jadara University as a case study. *International Journal of Economics and Management Sciences*, 2(7), 5-19.

Rastogi, A. K. P. G. R. (2013). Employee engagement and organizational effectiveness: The role of organizational citizenship behavior. *The Business Management Review*, 8(4), 129-136.

Robbins, S. P., & Judge, T. (2009). *Organizational behavior*. Pearson South Africa.

Rohim, A., & Budhiasa, I. G. S. (2019). Organizational culture as moderator in the relationship between organizational reward on knowledge sharing and employee performance. *Journal of Management Development*, 38(7), 538-560.

Sabzeh, M., Cheraghali, M., Mohajer, M., & Khoshfar, G. (2019). Factors influencing the job performance of promoters responsible for area in Golestan Province. *Agricultural Education Administration Research*, 11(50), 145-159.

San Ong, T., & Teh, B. H. (2012). Reward system and performance within Malaysian manufacturing companies. *World Applied Sciences Journal*, 19(7), 1009-1017.

Scott, W. R. (1975). Organizational structure. *Annual Review of Sociology*, 1(1), 1-20.

Shadare, O. A., & Olaniyan, T. S. (2021). Effect of work overload and work hours on employee performance of selected manufacturing industries in Osun State, Nigeria. *UNILAG Journal of Business*, 7(1), 17-30.

Somech, A. (2005). Directive versus participative leadership: Two complementary approaches to managing school effectiveness. *Educational administration quarterly*, 41(5), 777-800.

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465.

Sunny, K. G., & Yajurvedi, N. (2022). Enhancing the efficacy of organizational competitive advantage through employee empowerment. *Journal of Positive School Psychology*, 6(3), 5457-5465.

Supraja, D., & Helmi, S. (2024). The Influence of Leadership Style, Work Discipline and Compensation on Employee Performance in the Regional Government of Ogan Komering Ilir Regency. *Velocity: Journal of Sharia Finance and Banking*, 4(1), 39-51.

Swanson, R. A. (2024). Origins of the human resource development quarterly. *Human Resource Development Quarterly*, 35(1), 48-53.

Tashakkori, A., & Creswell, J. W. (2007). Exploring the nature of research questions in mixed methods research. *Journal of mixed methods research*, 1(3), 207-211.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.

Tensay, A. T., & Singh, M. (2020). The nexus between HRM, employee engagement and organizational performance of federal public service organizations in Ethiopia. *Heliyon*, 6(6).

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of management review*, 15(4), 666-681.

Thomas, O. O. (2015). Effects of organizational structure on job satisfaction in the Nigerian financial sector: Empirical insight from selected banks in Lagos State. *Journal of Social Development*, 5(1), 96-108.

Tsaur, S. H., & Lin, Y. C. (2004). Promoting service quality in tourist hotels: the role of HRM practices and service behavior. *Tourism management*, 25(4), 471-481.

Tumilaar, B. R. (2015). The effect of discipline, leadership, and motivation on employee performance at bpjs ketenagakerjaan Sulut. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(2), 22-32.

Vigoda-Gadot, E., & Dryzin-Amit, Y. (2006). Organizational politics, leadership and performance in modern public worksites: A theoretical framework. In *Handbook of organizational politics*. Edward Elgar Publishing.

Waqas, Z., & Saleem, S. (2014). The effect of monetary and non-monetary rewards on employee engagement and firm performance. *European Journal of Business and Management*, 6(31), 73-82.

Zhang, J., Tan, Y., & Jiang, Y. (2024, October). Interrelationships between transformational leadership, employee burnout, organizational citizenship behavior, employee empowerment and managerial performance: Evidence from the Logistics Industry. In *2024 8th International Seminar on Education, Management and Social Sciences* (20) (3) 713-729.