Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

A COMPARATIVE STUDY ABOUT THE INTEROPERABILITY OF MULTI-FACETED EMPLOYEES' EMPOWERMENT

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Abstract

The main aim of this study is to determine how employee empowerment has been affected in both Sahara Petrochemicals & Maaden Phosphate Company. This has been measured using an employee empowerment assessment model. The research aims to establish the existence of five components of employee empowerment that often encompass the empowerment process in most organizations. These components include: Organizational culture, Delegation and Sharing of Power, Knowledge Sharing (KS), Organizational Learning and Employee Benefits (Talent Acquisition, Retention, Training, and Compensation). In order to measure their efficacy, employee empowerment and engagement were then expressed as a total score based on the weighted empowerment scores of each individual component. This project presents survey results, comments, benchmarking to other surveys, conclusions and recommendations based on these findings. Most of modern human resources strategies are focused on garnering employee empowerment and satisfaction in order to provide a specific advantage to a certain organization. As suggested by Stephen Covey, in order to achieve such organizational goals, organizations must enhance their employees' talents and knowledge by providing opportunities to them. This is the conceptual goal of this study.

Keywords: Employee Empowerment; Organizational Culture; Knowledge Sharing; Organizational Learning; Employee productivity

1. Introduction

Employees play a crucial role in the successes of an organization. While competitors may seek to replicate a competitor's business model and or know-how, cultivating highly engaged and competent employees is something that cannot easily be attained. Thus, empowered employees can be a great source of competitive advantage in the market (Potterfield, 1999). This paper seeks to define and measure what employee empowerment is, as well as how to implement it in a given organization. This study assesses employee empowerment in a case study of Maaden Phosphate Company & Sahara Petrochemicals Company. These two companies were selected because both are listed on the Saudi stock market. Both are typical, formal organizations of sufficient size that represent all aspects of organizational structures, processes and policies.

The study's objective is to test the strengths of the various components of employee empowerment by measuring employees' attitudes toward them. The assessment strategy was to provide a questionnaire of 30 items administered to 117 employees throughout the

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organizational structure. The questions aimed to obtain evidence of the existence of these five components by plotting responses to each on a 5-point Likert scale anchored at 1 = strongly disagree and 5 = strongly agree. The rationale was simple: If the majority of employees shared a common experience or attitude, then the phenomenon being tested must be real.

Individual capabilities develop as employees evolve expertise over time. This creates a greater opportunity for employees to acquire better positions and benefits in the workplace. As such, organizations need to address their employees' professional development in order to satisfy their needs and ensure they are always acquiring the best employees in the market.

2. Literature Review

Empowerment has often been defined as "involving employees in four organizational contents: how good organization's performance, enough information to understand and contribute, rewards and giving a chance to employees to make decisions." Research suggests that true empowerment exists when companies implement practices that distribute power, information, knowledge and rewards. However, none of the four elements discusses should amount to zero. Otherwise, the element would not be redistributed and the resulting empowerment would obviously be zero (Bowen & Lawler, 1995, p. 74).

Employees realize their importance and consequently feel motivated to reach organizational goals (Loke, 2001). Most dictionaries define empowerment with the phrases: "to be powerful"; "to give permit"; "to apply power" and "to become powerful". Therefore, there needs to be some synergy amongst personal goals and organization goals within a company to ensure that these do not conflict and everyone is moving in the same direction (Vecchio, 1986).

Spreitzer (1995), on the other hand, defines empowerment as an inspiring theory displayed in four thoughts: meaning, competence, self-determination and influence. Spreitzer's theory contradicts with the theory of Bowen and Lawler theory in that he clearly states that if one of these elements deflates, overall empowerment will only be devalued but never reach zero. In their own research, Quinn and Spreitzer (1997, p. 38) indicate that empowerment encompasses understanding the needs of employees, empowering behaviour through team building, encouraging decision making and providing workers with the confidence necessary to perform.

This paper defines employee empowerment as a process in which the following five elements are provided: Organizational culture, Delegation and the Sharing of Power, Knowledge Sharing (KS), Organizational learning and Employee Benefits (Promotion and Retention).

Organizational culture is defined as the common beliefs and values shared within the organization that affect how employees will behave (Kotter & Heskett, 1992). A well-established organizational culture is considered as basic to get newcomers adapt to, behave and respond accordingly (Schein, 1985, p. 9). Therefore, the organizations that display effective empowerment programs are those that have the right values behind their empowerment efforts.

Reward systems are a very important element in shaping organization culture. Schein agrees with the view that culture affects the organization and its overall strategy, structure, processes, reward and control systems (Schein, 1985, p. 244). Cultural values also include the delegation of

power, decision-making and the sharing of information. Researchers have determined that understanding organizational culture can help motivated managers lead employees to the adoption of empowerment values (Mallak & Kurstedt, 1996).This could be promoted through mentor/mentee programs for newcomers. Special recognition should be given to employees playing by mentors' rule. Moreover, good team players should also be recognized, since enhanced learning will also result in a better empowerment culture.

In an empowered organization, there is a different role for managers and supervisors. Here, both become more active as they share power through a very good and well-established delegation process to their subordinates. Therefore, an active team will be established, a team that can perform more efficiently. Empowerment through the delegation of authority to lower-level employees can be accomplished by introducing those subordinates to all the needed resources available to the organization. These resources can be materials, manpower and subject matter expert opinion (Ward, 1996, p. 22). Once both managers and subordinates have gone through required training for a delegation system in the company, enough control can be passed down to the lower level employees; both to control and enhance the effectiveness of the working process and to prove that management trusts its employees' capabilities (Caudron, 1995, p. 31). Without proper training processes and adequate resources, a delegation of authority simply becomes a human resources trap (Bowen & Lawler, 1995).

A very nice tool that is being implemented at both the Maaden Phosphate Company & Sahara Petrochemicals Company is an escalation system for approvals. This is where pending approvals will be escalated if the manager or supervisor did not delegate his tasks to his subordinates. Implementing such systems will encourage managers to delegate their tasks and build a better relation with their subordinates, resulting in further enhancements of power sharing concepts within the organization.

Another system being implemented in Maaden Phosphate Company is the official Delegation of Authorities form, where the delegator will fill the purpose of delegation as either work assignment or leave and specify the delegate for that period of leave. In order to improve the efficacy of this program, these should be recommended by higher-level managers and approved by high-level director.

Knowledge sharing defines the ability of employees to share their work experiences and for the organization to generate company-wide knowledge in its operations. Knowledge sharing will allow the organization to come up with related applications or to acquire software to facilitate effective knowledge sharing in the organization (Fan et al., 2008). Research has shown that employees who are given adequate information tend to set challenging goals and meet those goals at a higher level (Randolph, 1995, p. 22).

Feedback about employee's efficiency can be a very good tool to enhance the information sharing process. Nowadays, MIS (management information system) has become a crucial element for effective organizational communication and is now a recognized field in modern management colleges. These systems help create a better environment to distribute information for decision-making.

Asia Pacific Journal of Advanced Business and Social Studies
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The systems being implemented in Maaden Company for this purpose include monthly report systems - which will be circulated to keep everybody updated -as well as daily corporate communications emails, which update all employees about both company news and related KSA industry sectors news as well. Moreover, implementing Microsoft Exchange Outlook system as an official tool of communication between departments and employees is very informative as well, as it allows easy access to most of the historical discussion in trailing emails.

Learning how to produce new knowledge has become one of the main factors helping organizations to survive in competitive markets. This becomes crucial to mitigating the risks with rapid changes in markets. It allows companies to react in real-time. Organizations need to be able to predict emergencies and provide timely responses to continue to survive in variable markets. This learning process includes learning new concepts, development of new abilities and good performance (Garvin's view, 1993). Skills required by the organization include: Problem-solving; increasing employee experience; developing internal know-how thorough the utilization of organizational experience and history and, most importantly, transferring competitor experiences to the organization (Bennet & Bennet, 2008).

In order to achieve this, employees must be trained to be competent in order to know precisely how their tasks fit in the overall organizational business (Bowen & Lawler, 1995, p.80). In other words, empowering employees and giving them challenging tasks without the proper training would not be wise (Gandz, 1990, p. 76). Therefore, organizations looking for empowered employees need to take training seriously and make sure training budgets are well funded.

Competency Development programs have become one of the tools employed to hunt for highly skilled graduates. In the Kingdom of Saudi Arabia, these are referred to as PDP, or professional developments programs. Those companies striving to become mature organizations aim at well-recognized certification programs as part of their competency development programs. This is done in order to help entice their employees to stay with the company and to provide them more satisfaction when it comes to achieving their own career development targets. Most of the training systems plans are based on this goal.

Studies have shown that organisations looking for empowered employees need to establish carefully designed career development and planning systems (Ahmed & Bakar, 2003). Such systems should be supported with fair career appraisal systems (Lin & Yang, 2002). Moreover, the organization should encourage and support senior staff and older employees to use their experience wisely through mentee-mentor programs for newcomers (Harris & Bonn, 2001). Mentoring training remains one of the methods most favoured by employees (Musser, 2001).

Researchers believe that organizations can also increase commitment by establishing employee retention programs (Steers, 1977). Job satisfaction and lower turnover rates have been associated with these programs (Sinclair, 1990). However, it must also be stated that promotion is not the only source of satisfaction discovered amongst researchers. Other rewards include more flexibility in schedules (Carpenter, 1999).One of the new systems to support that is the new pounce system, based on department achievements evaluation. Managers will be encouraged to support their employees achieve better goals and align those results with the goals of the overall department. This will be rewarded by win-win biases as better pounces for all the employees in the department.

Asia Pacific Journal of Advanced Business and Social Studies
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Year: 2016 , Volume: 2, Issue: 2

3. Methodology

This study aims at applying a research-proven framework on a case study of Maaden Phosphate Company (51%) & Sahara Petrochemicals Company (49%) to establish whether, and to what extent, employee empowerment exists in the organizations. The assessment model adopted here is based on five organizational policy variables, namely: Empowerment culture, power sharing, competency development, information sharing and employee support (Fox, 1998). Both Maaden and Sahara are KSA based companies producing fertilizers, aluminum, gold and petrochemical products. Given the challenges they face in the worldwide market, both companies require highly empowered employees. All the respondents were experienced practitioners and the same was going to be assessed in this case study.

3.1. Hypotheses

The following hypothesis is based on deductive reasoning, in so far as the main arguments presented in this paper are based on generally accepted principles and theories, as well as through survey responses, which will be used to confirm this phenomenon. The research questions are:

1-Does employee empowerment leads to employee satisfaction in Maaden Phosphate Company or Sahara Petrochemicals Company?
2-Does employee empowerment affects the market return of these two companies?

1.3.2. Definition of Variables

The case-study survey research is one of the most important areas of measurement in applied social research. It presents an analysis of responses or attitudes of employees and aims at obtaining a complete and detailed description of a given phenomenon in a situation where the researcher is partly a data gathering instrument. Given all this, the research falls within the realm of the interpretive (Williamson, 2002) and thus, is qualitative in nature. However, because employee responses will then be ascribed quantitative values and statistical methods will then be used to explain what has been observed, the research is also quantitative in nature. Therefore, both techniques have been integrated into this case.

2.3.3. Sample Description and Construction

A questionnaire consisting of 30 questions was administered to 20% of the 117 employees of both the Maaden Phosphate Company & Sahara Petrochemicals Company during March 2012. This included employees representing all levels of the companies' organizational structure. The questions measured the responses of employees to each element of employee empowerment corresponding to a particular empowerment component. Those responses were then plotted on a 5-point Liker scale anchored at 1= strongly disagree and 5 = strongly agree.

Underpinning each question was a single employee empowerment element or characteristic that sought to be assessed. The responses to the questions corresponding to each element indicated whether that characteristic or element was highly operative, operative, deflated or simply inoperative in the organization. The frequencies of the five responses to each question were then

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obtained. Once this was done, only those frequencies relating to agreeing strongly or agreeing were taken into account, since only these proved the existence or activeness of the empowerment element being tested. If the frequencies of the positive responses to the question were either low or zero, it means the empowerment process lost the element's distributive, additive and multiplicative powers (Bowen & Lawler, 1995). This would then have effect of deflating the relevant empowerment component; given the component score was simply an average of its relevant elements' scores.

1.3.4. Testing Methodologies

3. All component scores were then weighted according to the statistical description using ANOVA analysis. The culture of employee empowerment was given the highest weight of (19.308 %), followed by power sharing (26.353 %), information sharing (23.418 %), competency development (14.166 %), and employee support (16.674 %). The strength of the company's empowerment process was then obtained by adding the weighted scores of all the components. If the total weighted score was between 80 - 100%, it meant employee empowerment was very strong in the organization. If the total weighted score was between 75 -79%, it meant employee empowerment was strong. Consequently, employee empowerment was considered moderate between 50 - 74% and poor if it fell below 50%.

4. Empirical Results

This analysis will answer both hypothesis questions mentioned above.

4.1. Stock Market Analysis for Sahara:

2260 - Sahara Petrochemical Co.

Month	Monthly AVERAGE	Yearly AVERAG
Jan-14	21.32	
Feb-14	20.95	
Mar-14	21.27	
Apr-14	20.73	
May-14	20.65	
Jun-14	21.28	
Jul-14	23.06	
Aug-14	25.55	
Sep-14	26.60	
Oct-14	22.10	
Nov-14	18.67	

Table 1: Sahara stock price 2011

Asia Pacific Journal of Advanced Business and Social Studies
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Year: 2016 , Volume: 2, Issue: 2

2260 - Sahara Petrochemical Co.

Month	Monthly AVERAGE	Yearly AVERAGE
Jan-12	15.05	
Feb-12	16.05	
Mar-12	18.56	
Apr-12	17.95	
May-12	15.62	
Jun-12	13.90	
Jul-12	13.10	
Aug-12	13.98	
Sep-12	13.87	
Oct-12	12.81	
Nov-12	12.44	
Dec-12	13.34	14.72

Table 2: Sahara stock price 2012

2260 - Sahara Petrochemical Co.

Month	Monthly AVERAGE	Yearly AVERAGE
Jan-13	13.97	
Feb-13	13.88	
Mar-13	13.56	
Apr-13	14.34	
May-13	14.96	
Jun-13	17.71	
Jul-13	15.18	
Aug-13	16.14	
Sep-13	15.71	
Oct-13	17.19	
Nov-13	18.58	
Dec-13	19.34	15.88

Table 3: Sahara stock price 2013

2260 - Sahara Petrochemical Co.

Month	Monthly AVERAGE	Yearly AVERAGE
Jan-14	21.32	
Feb-14	20.95	
Mar-14	21.27	
Apr-14	20.73	
May-14	20.65	
Jun-14	21.28	
Jul-14	23.06	
Aug-14	25.55	
Sep-14	26.60	
Oct-14	22.10	
Nov-14	18.67	
Dec-14	15.23	21.45

Table 4: Sahara stock price 2014

Asia Pacific Journal of Advanced Business and Social Studies
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Year: 2016 , Volume: 2, Issue: 2

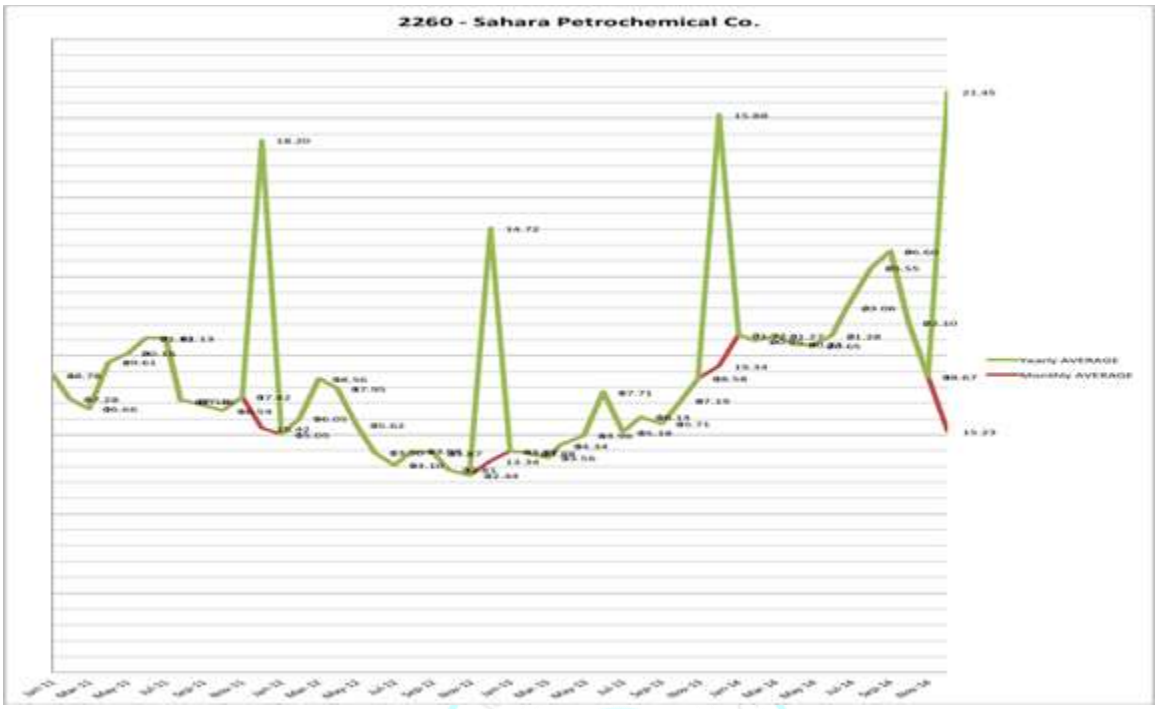

Figure 1: chart of Sahara stock price behaviour from 2011 to 2014

In 2011, Sahara owned Al- Waha petrochemical company, which was the only income in that time. In 2011, Al- Waha started the commercial operation with 1.5 billion SAR, and 240 Million SAR gross profits. At the end of the year, Sahara had a successful financing campaign to increase share capital by 1.4 Billion SAR. Therefore, the stock market price increases to 21 SAR in the first half of the year. Sahara closed the year with 18.2 SAR/ share as average of the year.

In August 2012 they had major shutdown, which cost more than 100 Million SAR. The market share decrease accordingly to an average of 14.72 SAR. After that, the income improved due to better sales (more than 60% increase) and better Polypropylene prices, which lead to an average of 15.88 SAR at the end of the year 2013. In 2014,the company market share continued to improve up to 26.6 SAR at the third quarter and closed the year with 15.23 at the fourth quarter because of the planned turnarounds and unplanned shutdown in their plants, which leads to 90% decrease in sales compare to the previous quarter. Therefore, this proof that employee empowerment in Sahara Petrochemicals Company leads to better sales and eventually better market price.

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4.2. Stock Market Analysis for Maaden:

1211 - Saudi Arabian Mining Co.

Month	Monthly AVERAGE	Yearly AVERAGE
Jan-11	21.51	
Feb-11	21.76	
Mar-11	21.33	
Apr-11	23.81	
May-11	25.31	
Jun-11	25.05	
Jul-11	24.64	
Aug-11	23.65	
Sep-11	24.55	
Oct-11	23.13	
Nov-11	23.70	
Dec-11	23.70	23.51

Table 5: Maaden stock price 2011

1211 - Saudi Arabian Mining Co.

Month	Monthly AVERAGE	Yearly AVERAGE
Jan-12	23.98	
Feb-12	27.30	
Mar-12	31.75	
Apr-12	32.11	
May-12	28.87	
Jun-12	27.79	
Jul-12	28.48	
Aug-12	30.19	
Sep-12	30.24	
Oct-12	29.27	
Nov-12	29.37	
Dec-12	29.94	29.06

Table 6: Maaden stock price 2012

1211 - Saudi Arabian Mining Co.

Month	Monthly AVERAGE	Yearly AVERAGE
Jan-13	31.60	
Feb-13	31.22	
Mar-13	30.84	
Apr-13	30.28	
May-13	28.77	
Jun-13	27.72	
Jul-13	26.51	
Aug-13	27.07	
Sep-13	26.25	
Oct-13	25.90	
Nov-13	26.81	
Dec-13	29.10	28.59

Table 7: Maaden stock price 2013

Asia Pacific Journal of Advanced Business and Social Studies
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Year: 2016 , Volume: 2, Issue: 2

1211 - Saudi Arabian Mining Co.

Month	Monthly AVERAGE	Yearly AVERAGE
Jan-14	29.79	
Feb-14	29.87	
Mar-14	33.66	
Apr-14	33.05	
May-14	33.98	
Jun-14	32.70	
Jul-14	33.29	
Aug-14	36.75	
Sep-14	38.87	
Oct-14	35.06	
Nov-14	32.50	
Dec-14	29.64	33.20

Table 8: Maaden stock price 2014

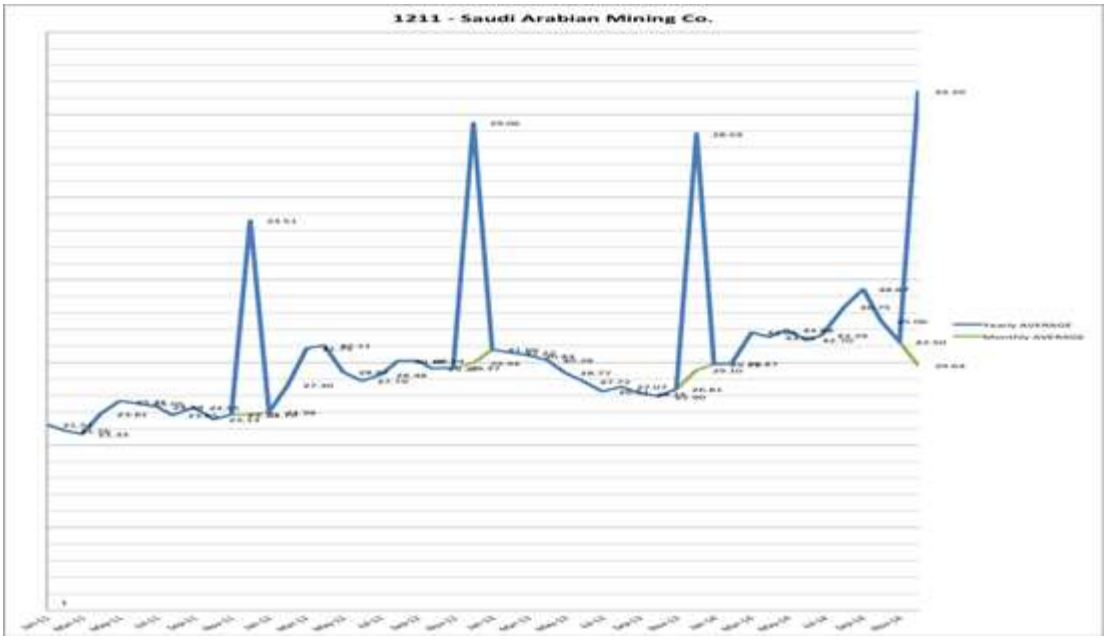

Figure 2: chart of Maaden stock price behaviour from 2011 to 2014

The Year 2011 was a big year for Maaden from a sales point of view, Maaden sales raised from around 700,000 SAR to 1.5 Billion SAR, mainly because of phosphate plants. Stock price was stable for that year around 23.5 SAR. It is even improved for the year 2012 to an average of 29 SAR. The year 2013 continued the same. However, in 2014 the stock price improved to an average of 33.2 SAR. All of that was because of the improvement in the sales. Therefore, employee empowerment proof that it will lead to more sales and better stock market position.

Asia Pacific Journal of Advanced Business and Social Studies
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Year: 2016 , Volume: 2, Issue: 2

4.3. Stock Market Analysis for Sahara vs. Maaden:

Sahara VS Maaden

Month	Sahara Monthly AVERAGE	Sahara Yearly AVERAGE	Maaden Monthly AVERAGE	Maaden Yearly AVERAGE
Jan-11	18.78		21.51	
Feb-11	17.28		21.76	
Mar-11	16.66		21.33	
Apr-11	19.61		23.81	
May-11	20.16		25.31	
Jun-11	21.12		25.05	
Jul-11	21.13		24.64	
Aug-11	17.14		23.65	
Sep-11	17.16		24.55	
Oct-11	16.54		23.13	
Nov-11	17.42		23.70	
Dec-11	15.42	18.20	23.70	23.51

Table 9: Sahara vs. Maaden stock prices in 2011

Sahara VS Maaden

Month	Sahara Monthly AVERAGE	Sahara Yearly AVERAGE	Maaden Monthly AVERAGE	Maaden Yearly AVERAGE
Jan-12	15.05		23.98	
Feb-12	16.05		27.30	
Mar-12	18.56		31.75	
Apr-12	17.95		32.11	
May-12	15.62		28.87	
Jun-12	13.90		27.79	
Jul-12	13.10		28.48	
Aug-12	13.98		30.19	
Sep-12	13.87		30.24	
Oct-12	12.81		29.27	
Nov-12	12.44		29.37	
Dec-12	13.34	14.72	29.94	29.06

Table 10: Sahara vs. Maaden stock prices in 2012

Sahara VS Maaden

Month	Sahara Monthly AVERAGE	Sahara Yearly AVERAGE	Maaden Monthly AVERAGE	Maaden Yearly AVERAGE
Jan-13	13.97		31.60	
Feb-13	13.88		31.22	
Mar-13	13.56		30.84	
Apr-13	14.34		30.28	
May-13	14.96		28.77	
Jun-13	17.71		27.72	
Jul-13	15.18		26.51	
Aug-13	16.14		27.07	
Sep-13	15.71		26.25	
Oct-13	17.19		25.90	
Nov-13	18.58		26.81	
Dec-13	19.34	15.88	29.10	28.59

Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

Table 11: Sahara vs. Maaden stock prices in 2013

Sahara VS Maaden

Month	Sahara Monthly AVERAGE	Sahara Yearly AVERAGE	Maaden Monthly AVERAGE	Maaden Yearly AVERAGE
Jan-14	21.32		29.79	
Feb-14	20.95		29.87	
Mar-14	21.27		33.66	
Apr-14	20.73		33.05	
May-14	20.65		33.98	
Jun-14	21.28		32.70	
Jul-14	23.06		33.29	
Aug-14	25.55		36.75	
Sep-14	26.60		38.87	
Oct-14	22.10		35.06	
Nov-14	18.67		32.50	

Table 12: Sahara vs. Maaden stock prices in 2014

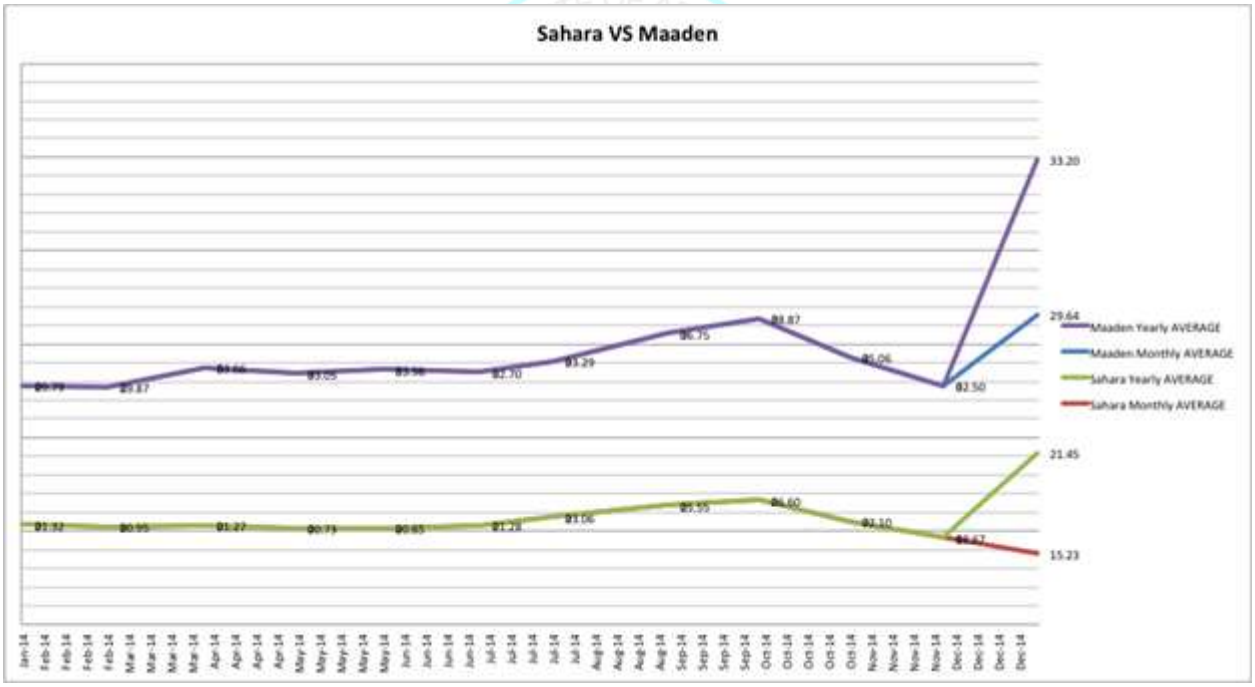

Figure 3: chart of Sahara Versus Maaden stock prices behaviour in 2014

Asia Pacific Journal of Advanced Business and Social Studies
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Both companies Sahara and Maaden improved their sales and eventually stock market prices improved in both companies as well. Maaden had more stable performance, due to start up difficulties in Sahara.

4.4. Descriptive Statistics

This chapter includes an overview of the findings of the study on Employee Empowerment in KSA, both on Maaden Phosphate Company & Sahara Petrochemicals Company. The study axis includes: Organizational Culture, Delegation and sharing of power, Knowledge Sharing (KS), Organizational Learning and Employee Benefits (Promotion and Retention).

A statistical description of the company characteristics for each study axis was determined and individual averages per sample calculated and used for analysis. This was done to determine the general trend for the application of the impact of Employee Empowerment in KSA at both companies. The factors affecting the study axis were also established in order to find out if there was any variation in employee views (demographic variables). Averages and standard deviations were used to get to know these.

The overall results for both companies Sahara Petrochemicals Company and Maaden Company will be presented, followed by results.

Sahara Petrochemicals Company & Maaden Phosphate Company

Table 13 reports a value of (F) = (19.308) as to the impact of Organizational Culture on Employee Empowerment in KSA, with a statistically significant value at the level of significance (0.01).

See Table 13 in the Appendix

Table 14 reports a value of (F) = (26.353) as to the impact of Delegation and sharing of power on Employee Empowerment in KSA, with a statistically significant value at the level of significance (0.01).

See Table 14 in the Appendix

Table 15reports a value of (F) = (23.418) as to the impact of Knowledge Sharing (KS)on Employee Empowerment in KSA, with a statistically significant value at the level of significance (0.01).

See Table 15 in the Appendix

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Table 16reports a value of (F) = (14.166) as to the impact of Organizational Learning on Employee Empowerment in KSA, with a statistically significant value at the level of significance (0.01).

See Table 16 in the Appendix

Table 17reports a value of(F) = (16.674) as to the impact of Employee Benefits on Employee Empowerment in KSA, with a statistically significant value at the level of significance (0.01).

See Table 17 in the Appendix

After weighing responses from those questions relating to individual elements in order to obtain component scores, and upon weighing those component scores, the following data analysis were tabulated in Table 18 (see in Appendix below).

The results of the component tested Weighted % Score (that is, those who responded 'agree' or 'strongly agree') are reported as follows: Empowerment culture (0.19308) is 69%; Power sharing (0.26353) is 77%; Information sharing (0.23418) is 68%; Competency development (0.14166) is 72% and Employee support (0.16674) is 66%. The total score (1) is therefore 71.08%. (These results werebench-marked against a comparable employee empowerment UK Survey of trends and best practices by Dr. Yasar F. Jarrar and Professor Mohamed Zairi for the European centre for business management best practices, which yielded a total score of 72.6%.)

Moreover, in the same survey, 17 out of the 30 questions asked were related to employee engagement and showed that 17.69% was the overall employee engagement percentage. It also found that 60.84% were engaged in their jobs, 8% were not engaged and 1.89% were actively disengaged in their work. A recent Gallup poll in Saudi Arabia, by comparison, reported that only 9% on respondents were fully engaged in their jobs, while 80% were not engaged and 11% were actively disengaged. Overall, among the 142 countries included in the current Gallup study, 13% of employees reported being engaged in their jobs, while 63% were not engaged and 24% were actively disengaged. However, these results varied substantially among different global regions. Among residents across the Middle East and North Africa (MENA) region who work for an employer, for example, 10% were reported to be engaged in their jobs, while 55% were not engaged and 35% were actively disengaged.

Therefore, the weighted total component score of 71.08% shows that employee empowerment in Sahara Petrochemicals Company and Maaden Phosphate Company is moderate and there is a lot of room for improvement, given that only two of the five elements were operative and three werenear deflation. Power sharing was the most operative employee empowerment tool used in the company. With a score of 77%, it contributed 26.353% to the overall score. The second most operative component was Competency development with a score of 72%. But due to the fact that its importance ranked second to empowerment culture and its relative importance in the overall empowerment process being 14.166%, its contribution to overall empowerment ranked

Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

fifth position. It is also important to note that Empowerment culture (score 69%), Employee support (score 66%) and Information sharing (score 68%) were all deflated. This occurred mainly because of poor scores in the categories of Value and trust workers; Value information sharing; Fairness; Health & Safety; Shared vision; Information systems; Training and development and moral building components.

5. Conclusion

Given a final score of 71.08%, it can therefore be concluded that Employee Empowerment is not an active phenomenon in either Maaden Phosphate Company or Sahara Petrochemicals Company. While a literature review on related studies (Loomba & Jonanessen, 1997) has revealed similar approaches and demonstrated that there is no clear cut-off point, Jarrar and Zairi (2010), in their paper "Employee Empowerment - A UK Survey of Trends and Best Practices", consider 75% to be that cut-off point, explaining that the concepts being proposed were exploratory in nature and were used to survey UK trends for employee empowerment tools.

While employee empowerment will mean different things to different people, it is clear that numerous benefits accrue to those organizations and employees that are empowered in their work roles. The strategies of employee empowerment recommended here include information and power sharing, development of employee competencies, support for employees in their workplaces and maintenance of a potent culture of employee empowerment. As such, this article should contribute to existing literature on employee empowerment and inspire human resource management academicians and practitioners alike to adopt the perspective shared by its author in dealing with the question.

This article therefore recommends that more attention be paid to employee empowerment tools need. This could occur by enhancing the components of these elements and implementing best practices, such as daily informative emails and forced delegation system during schedule leaves. Moreover, employee's evaluation and rewarding systems must be utilized to support these elements. Organizations should consider empowered employees as a competitive advantage for the company and ensure this notion is reflected through company goals and tasks to fulfill the overall vision.

Employee loyalty programs also present a healthy alternative and a win-win situation in that it promotes better business operations and supports the employee. Employee empowerment mainly depends on employee participation in organizational issues and decision-making processes.

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Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

Table 13: Impact of Organizational Culture on EE at Both Companies

This table reports the impact of using Organizational Culture on Employee Empowerment in KSA. To validate the hypothesis, researchers employed the variance method unidirectional one WAY ANOVA to determine the impact of Organizational Culture on Employee Empowerment at both companies.

Organizational Culture	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1326.286	56	35.684	19.308	.000
Within Groups	160.306	63	2.545		
Total	1486.592	119			

Table 14: Impact of Delegation and sharing of power on EE in KSA at both companies

This table reports the impact of Delegation and sharing of power on Employee Empowerment in KSA. To validate the hypothesis, researchers employed the variance method unidirectional one WAY ANOVA to determine the impact of Delegation and sharing of power on Employee Empowerment at both companies.

Delegation and sharing of power	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1515.911	56	63.070	26.353	.000
Within Groups	138.056	63	2.191		
Total	1653.967	119			

Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

Table 15: Impact of Knowledge Sharing on EE at both companies

This table reports the impact of Knowledge Sharing on Employee Empowerment in KSA. To validate the hypothesis, researchers employed the variance method unidirectional one WAY ANOVA to determine the impact of Knowledge Sharing on Employee Empowerment at both companies.

Knowledge Sharing (KS)	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1722.319	56	48.756	23.418	.000
Within Groups	125.672	63	1.995		
Total	1847.992	119			

Table 16: Impact of Organizational Learning on EE at both companies

This table reports the impact of using Organizational Learning on Employee Empowerment in KSA. To validate the hypothesis, researchers employed the variance method unidirectional one WAY ANOVA to determine the impact of Organizational Learning on Employee Empowerment at both companies.

Organizational Learning	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1169.536	56	36.885	14.166	.000
Within Groups	161.131	63	2.558		
Total	1330.667	119			

Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

Table 17: Impact of Employee Benefits on EE in KSA at both companies

This table reports the impact of Employee Benefits (Promotion and Retention) on Employee Empowerment in KSA. To validate the hypothesis, researchers employed the variance method unidirectional one WAY ANOVA to determine the impact of Employee Benefits on Employee Empowerment at both companies.

Employee Benefits (Promotion and Retention)	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1695.942	56	30.285	16.674	.000
Within Groups	130.025	63	2.064		
Total	1825.967	119			

Table 18: Overall Average Scores on Components Tested

Element / Component Tested		**Corresponding Question(s)**	**Average % Score**	**Conclusion**
Power Sharing			**77**	**Operative**
Delegation		1	80	Highly operative
Participation		3	84	Highly

Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

				operative
Access to enabling resources		2	64	Operative
Job enrichment		4	79	Operative
Information Sharing			**68**	**Operative**
Communication		6, 7, 8, 9, 32	68	Operative
Shared Vision/Goals		5, 10	67	Operative
Feedback		11, 12	75	Operative
Information system		13	62	Near deflation
Competency Development			**72**	**Operative**
Training and development		15, 16	53	Deflated
Autonomy		18	78	Operative
Encourage Risk-taking		18,19	73	Operative
Commitment		21, 23	79	Operative

Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

Job satisfaction		23, 24	75	Operative
Employee Support			**66**	**Operative**
Mentoring		26	76	Operative
Counseling		25	80	Highly operative
Team building		27, 30	73	Operative
Morale building		24, 31	64	Operative
Fairness		33	42	Inoperative
Health & safety		35,36	60	Near deflation
Empowerment Culture			**69**	**Operative**
Value and trust workers		38	58	Deflated
Value information sharing		41, 43	62	Near deflation

Asia Pacific Journal of Advanced Business and Social Studies
ISBN (eBook): 978 0 9943656 7 5 | ISSN : 2205-6033
Year: 2016 , Volume: 2, Issue: 2

Value employee participation		3	84	Highly operative
Belief in devolution of power		1, 44	73	Operative