

EFFECT OF EMPLOYEE EMPOWERMENT ON THE PERFORMANCE OF SELECTED INFORMATION TECHNOLOGY (IT) FIRMS IN FCT-ABUJA, NIGERIA

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ABSTRACT

This study investigated the effect of employee empowerment on the performance of selected IT firms in the Federal Capital Territory (FCT), focusing on three key dimensions: participatory decision-making, employee autonomy, and regular feedback. Utilizing a cross-sectional research design, data were collected through questionnaires distributed to 120 employees in various IT firms, of which 102 responses were deemed suitable for analysis. The study employed multiple regression analysis to examine the effect of the empowerment dimensions and organizational performance. Results indicated that all three dimensions significantly and positively influenced performance. Specifically, participatory decision-making, employee autonomy, and regular feedback were found to enhance organizational performance, demonstrating the critical role of empowerment in fostering a proactive and engaged workforce. These findings suggest that IT firms should adopt empowerment strategies to optimize their performance. The study concludes with recommendations for management practices that promote participatory decision-making, enhance employee autonomy, and ensure regular feedback, thereby contributing to improved organizational outcomes.

Keywords: Employee empowerment, IT firms, organizational performance, participatory decision-making, employee autonomy, regular feedback.

INTRODUCTION

Employee empowerment has evolved significantly from its early conceptualization to become a critical aspect of modern organizational management. Historically, the concept of empowerment in the workplace emerged during the human relations movement in the early 20th century, which emphasized the importance of considering employees' social needs and well-being in addition to their economic motivations. This movement laid the groundwork for the later development of theories focused on job satisfaction and motivation, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs.

The 1980s and 1990s saw a shift towards more participative management styles, driven by the need for greater organizational agility and innovation in a rapidly changing global economy. Researchers and practitioners began to recognize that empowering employees could lead to higher levels of engagement, creativity, and productivity. This period marked the beginning of a widespread adoption of empowerment practices across various sectors, including manufacturing, services, and technology.

In recent decades, the interest in employee empowerment has grown exponentially, driven by the recognition that empowered employees

are crucial for maintaining competitive advantage in the global market. The advent of the knowledge economy has further underscored the importance of leveraging employees' expertise and creativity. Empowerment practices have thus become integral to human resource management strategies in organizations worldwide, transcending cultural and industry boundaries (Choi et al., 2016; Murray & Holmes, 2021).

Employee empowerment can be defined as the process of enabling employees to make independent decisions, take initiative, and exercise control over their work environment. It involves granting employees the authority, autonomy, and resources needed to make decisions that affect their work, thereby fostering a sense of ownership and responsibility. This empowerment leads to higher levels of job satisfaction, motivation, and performance (Abid & Ahmed, 2020).

Historically, the relevance of employee empowerment has been supported by numerous studies. For example, Choi et al. (2016) found that empowerment leads to increased job satisfaction and organizational commitment, while Murray and Holmes (2021) demonstrated its positive impact on workforce sustainability. These findings highlight the critical role of empowerment in enhancing organizational performance and employee well-being.

Scholars have operationalized employee empowerment through several key dimensions, including participatory decision-making, autonomy, and feedback (Afram et al., 2022; Abid & Ahmed, 2020). These dimensions are essential for driving firm performance. Participatory decision-making dimension involves including employees in the decision-making process, thereby ensuring that their insights and perspectives are considered. Participatory decision-making fosters a collaborative environment and encourages employees to take ownership of their work, leading to improved performance and innovation (Vu, 2020; Motamarri et al., 2020).

While autonomy involves providing employees with autonomy means granting them the

freedom to manage their tasks and make decisions without constant supervision. Autonomy enhances employees' sense of responsibility and motivation, which in turn drives higher productivity and job satisfaction (Andika & Darmanto, 2020; Pitoyo et al., 2019). Regular and constructive feedback is crucial for employee development and performance. It helps employees understand their strengths and areas for improvement, aligns their efforts with organizational goals, and fosters continuous learning and growth and improved performance (Baird et al., 2024; Zaraket et al., 2018).

Organizational performance refers to how well an organization achieves its objectives and goals. It encompasses various aspects, including financial performance, operational efficiency, customer satisfaction, and employee engagement. High organizational performance is typically characterized by increased profitability, market share, and competitive advantage. Effective management practices, such as employee empowerment, play a crucial role in enhancing organizational performance by leveraging the full potential of the workforce (Afram et al., 2022; Murray & Holmes, 2021).

IT firms operate in a highly dynamic and competitive environment that demands constant innovation, agility, and technological advancement. In Nigeria, IT firms face several challenges, including inadequate infrastructure, limited access to funding, and a shortage of skilled professionals. Additionally, regulatory hurdles and economic instability further complicate the business landscape for IT firms in the region (Edosomwan et al., 2023).

Given these challenges, it is imperative to explore strategies that can enhance the performance of IT firms in Nigeria. Employee empowerment emerges as a promising approach to address these issues by fostering a motivated, engaged, and capable workforce. Empowered employees are more likely to contribute innovative solutions, improve operational efficiency, and drive organizational success. Therefore, this study aims to examine the effect of employee empowerment on the performance of IT firms in FCT-Abuja, Nigeria, to provide

insights into how these firms can leverage empowerment practices to overcome challenges and achieve sustainable growth.

Statement of Problem

In the rapidly evolving information technology (IT) sector, firms are continuously seeking ways to enhance their performance to stay competitive. The performance of IT firms is critical as they drive innovation, economic growth, and technological advancement. However, in the context of Nigeria, particularly in the Federal Capital Territory (FCT) Abuja, IT firms face substantial challenges that impede their performance. These challenges include inadequate infrastructure, limited access to funding, a shortage of skilled professionals, regulatory hurdles, and economic instability. These factors create a complex and often hostile business environment that IT firms must navigate to succeed.

Despite these challenges, there is a growing recognition that empowering employees can significantly contribute to overcoming these obstacles and enhancing firm performance. However, the extent to which employee empowerment influences the performance of IT firms in Nigeria remains underexplored.

While the positive impacts of the dimensions of employee empowerment on organizational performance are well-documented in various contexts, there is a paucity of research specifically focusing on IT firms in Nigeria. Given the unique challenges faced by these firms, understanding how employee empowerment can influence their performance is imperative. This study seeks to fill this gap by examining the effect of employee empowerment on the performance of IT firms in FCT-Abuja. Hence, the specific objectives of the study are to:

- i. examine the effect of participatory decision-making on the performance of IT firms in FCT-Abuja.

- ii. investigate the effect of employee autonomy on the performance of IT firms in FCT-Abuja.
- iii. assess the influence of regular feedback on the performance of IT firms in FCT-Abuja.

Hypotheses of the Study

H1: Participatory decision-making has no significant effect on the performance of IT firms in FCT-Abuja.

H2: Employee autonomy has no significant effect on the performance of IT firms in FCT-Abuja.

H3: Regular feedback does not significantly influence the performance of IT firms in FCT-Abuja.

LITERATURE REVIEW

Conceptual Review

Employee empowerment refers to the process of enabling employees to take initiative, make decisions, and assume responsibility for their work. It involves granting employees the authority, autonomy, and resources necessary to carry out their tasks effectively. Empowerment is intended to enhance job satisfaction, motivation, and overall organizational performance by fostering a sense of ownership and commitment among employees (Choi et al., 2016; Murray & Holmes, 2021). The significance of empowerment lies in its ability to create a more engaged and proactive workforce, which is essential for achieving competitive advantage in today's dynamic business environment (Afram et al., 2022).

By empowering employees, organizations can tap into a wealth of creativity and problem-solving skills that might otherwise remain underutilized. Empowered employees are more likely to take initiative, embrace change, and contribute to continuous improvement efforts, all of which are crucial for innovation and staying ahead in competitive markets. Furthermore, empowerment can lead to

improved employee retention rates, as individuals who feel valued and trusted by their organization are more likely to remain loyal and committed. This can result in lower turnover costs and a more stable, experienced workforce.

The concept of employee empowerment can be operationalized through various dimensions, each contributing uniquely to organizational performance. These dimensions include participatory decision making, employee autonomy, and regular feedback, which will be discussed in the following sections.

Participatory Decision Making

Participatory decision making involves involving employees in the decision-making processes of the organization. This approach ensures that employees' insights and perspectives are considered, which can lead to more innovative and effective solutions. It also fosters a sense of inclusion and ownership, enhancing employee engagement and commitment (Guinot et al., 2021). The role of participatory decision making in improving organizational performance is well-documented. For instance, Guinot et al. (2021) found that participative decisions and feeling trusted significantly increase job satisfaction, while Kim (2022) demonstrated that participatory decision making positively impacts employees' task performance and personal growth.

Participatory decision making is critical for driving firm performance as it leverages the collective intelligence of the workforce. It encourages collaboration and creativity, leading to better problem-solving and strategic planning. By involving employees in decision making, organizations can also improve communication and trust, which are essential for effective teamwork and organizational cohesion (Oyeyinka et al., 2019; Joe-Akunne et al., 2022).

Employee Autonomy

Employee autonomy refers to the degree to which employees are given the freedom to manage their tasks and make decisions

independently. Autonomy enhances employees' sense of responsibility and motivation, as they feel trusted and valued by their organization. This freedom allows employees to leverage their skills and creativity, leading to higher productivity and job satisfaction (Suwannasri, 2023; Caroline et al., 2022).

Research indicates that employee autonomy positively influences organizational performance. For example, Suwannasri (2023) found that autonomy, along with technology acquisition and external technology exploitation, significantly impacts the performance of bureaucratic organizations. Similarly, Caroline et al. (2022) highlighted that job autonomy is a predictor of job satisfaction, especially among employed women in academia. By granting autonomy, organizations can foster a culture of innovation and continuous improvement, as employees are more likely to take initiative and pursue new ideas (Msuya & Kumar, 2022).

Regular Feedback

Regular feedback involves providing employees with constructive and timely feedback on their performance. This feedback helps employees understand their strengths and areas for improvement, aligns their efforts with organizational goals, and fosters continuous learning and development (Auh et al., 2018). Feedback is a crucial component of employee empowerment as it provides the necessary guidance and support for employees to perform effectively.

Studies have shown that regular feedback significantly impacts organizational performance. For instance, Lee et al. (2021) found that positive feedback from leaders enhances employees' innovative behaviour by mediating job autonomy and voice behaviour. Similarly, Park and Choi (2020) demonstrated that performance feedback, along with goal clarity, positively influences public employees' performance in public organizations. By providing regular feedback, organizations can ensure that employees remain aligned with organizational objectives and continuously strive for excellence (Zhang et al., 2021).

Organizational Performance

Organizational performance refers to how well an organization achieves its goals and objectives. It encompasses various aspects, including financial performance, operational efficiency, customer satisfaction, and employee engagement. High organizational performance is typically characterized by increased profitability, market share, and competitive advantage (Abid & Ahmed, 2020). Effective management practices, such as employee empowerment, play a crucial role in enhancing organizational performance by leveraging the full potential of the workforce.

Research has consistently shown that employee empowerment positively influences organizational performance. For example, Afram et al. (2022) highlighted that employee empowerment impacts organizational performance through the mediating roles of employee engagement and organizational citizenship behaviour. Similarly, Abid and Ahmed (2020) found that empowerment, along with organizational commitment, significantly enhances performance in the telecommunication sector. By empowering employees, organizations can create a more motivated and productive workforce, which is essential for achieving long-term success (Andika & Darmanto, 2020).

Theoretical Framework

Empowerment Theory

Empowerment theory is grounded in the idea that providing individuals with the necessary tools, resources, and authority to make decisions and take action leads to enhanced personal and organizational outcomes. Julian Rappaport is one of the seminal figures in empowerment theory, particularly in the field of community psychology. He emphasized the importance of empowerment as both a process and an outcome. According to Rappaport (1987), empowerment involves gaining control over one's life and the positive outcomes that result from this process. His work highlighted the significance of creating environments where individuals can develop a

sense of control and influence over their circumstances.

Empowerment theory is based on several key assumptions. First, it assumes that all individuals have inherent potential and capacity for growth. By providing the right environment and resources, organizations can unlock this potential (Thomas & Velthouse, 1990). This assumption underscores the belief that employees are capable of contributing more effectively when they are empowered. Second, the theory posits that giving employees authority and autonomy over their work leads to increased motivation, job satisfaction, and overall performance. When employees have the freedom to make decisions and take initiative, they are more likely to be engaged and committed to their work (Spreitzer, 1995).

Empowerment theory provides a useful framework for understanding how empowering employees can enhance organizational performance, particularly in the challenging environment faced by IT firms in Nigeria. These dimensions of empowerment are critical for fostering a motivated, engaged, and capable workforce, which is essential for achieving sustainable growth and competitive advantage in the dynamic IT sector.

Empirical Review

Motamarri et al. (2020) conducted a study to conceptualize and validate a scale for frontline employee empowerment (FLE) in the context of analytics-driven services. The study employed confirmatory composite analysis (PLS-SEM) to develop and validate the empowerment scale, using data from frontline employees in the Australian services industry. Findings from the study identified six dimensions of empowerment: decision making, autonomy, information access, knowledge, tools, and training. These dimensions collectively confirmed empowerment as a second-order construct, indicating that empowering frontline employees enhances their ability to effectively manage service interactions and integrate analytical insights into service delivery processes. The study's findings suggest that organizations should not only invest in

technology for analytics but also implement internal programs to empower frontline employees.

Vu (2020) conducted a literature review focusing on employee empowerment and empowering leadership within organizational contexts. The study aimed to explore the impact of these concepts on organizational outcomes by synthesizing historical data and findings from previous research. The author highlighted the significance of empowerment in enhancing employees' creativity, quality of work-life, teamwork spirit, and overall organizational effectiveness. The review underscored that employee empowerment contributes positively to various organizational metrics such as employee performance, job satisfaction, organizational commitment, customer satisfaction, productivity, and business growth. The study recommended that managers not only empower employees but also adopt empowering leadership styles to foster a supportive organizational environment.

Lee et al. (2021) investigated the influence of leaders' feedback behavior on employees' innovative behaviors, examining the mediating roles of voice behavior and job autonomy. Using survey data collected from 527 Korean employees across manufacturing, distribution, and service industries, the authors conducted a structural equation model analysis to test their hypotheses. The findings revealed several key insights: firstly, positive feedback from leaders significantly enhanced employees' voice behaviors, job autonomy, and innovative behaviors. Secondly, voice behavior and job autonomy were found to mediate the relationship between leaders' feedback and employees' innovative behaviors positively. The study concludes by recommending that organizations and managers prioritize feedback activities as a strategic tool for enhancing employee innovation.

Kim (2022) conducted an empirical analysis to explore the relationships among participatory decision making, employees' task performance, and personal growth within organizational settings. Using survey data collected from 453

supervisor-subordinate dyads across various industrial sectors, the author employed a structural equation modeling approach to test the hypotheses. The findings of the study revealed several significant insights: firstly, participatory decision making directly positively influenced both employees' task performance and personal growth. Secondly, the study confirmed that perceived job meaningfulness and job involvement sequentially mediated the relationship between participatory decision making and employees' task performance, as well as between participatory decision making and personal growth. The study provides empirical evidence supporting the adoption of participatory decision making in organizations and suggests specific mechanisms through which it can be implemented effectively to optimize both organizational and individual outcomes.

Joe-Akunne et al. (2022) conducted a study to investigate the predictors of psychological safety among secondary school staff, focusing specifically on employee participation in decision-making and perceived organizational support. Data were collected from 150 employees working in secondary schools in Anambra State, Nigeria, using simple random sampling. The sample consisted of 78 females (51.8%) and 72 males (48.2%), with a mean age of 30.2 years and a standard deviation of 8.3. Participants responded to standardized self-report measures assessing psychological safety, perceived organizational support, and participation in decision-making. Data analysis was conducted using regression analysis. The findings indicated that perceived organizational support significantly and positively predicted psychological safety. However, employee participation in decision-making was not found to be a significant predictor of psychological safety.

METHODOLOGY

This study adopted a cross-sectional research design to investigate how employee empowerment influences organizational performance among IT firms in the Federal

Capital Territory (FCT), Abuja. A cross-sectional design is chosen to capture a snapshot of data at a single point in time, allowing for an exploration of the relationships between variables within the targeted population (Sekaran & Bougie, 2016). This approach is particularly suited to examining how empowerment practices affect organizational outcomes in the dynamic context of IT firms.

The population under study comprises 274 employees working full-time in IT firms located in the FCT, Abuja, Nigeria. 10 IT firms were identified based on selected criteria and the selection criteria include must be a registered IT firm with corporate affairs commission and willingness to participate in the study. This was to ensure that participants are directly relevant to understanding the dynamics of empowerment and its effects on organizational performance.

The study sample size is 102 based on the Taro Yamane formula, the sample size was determined to ensure adequate representation and precision in the findings, aligning with the study's objectives and the characteristics of the target population. Participants were selected using a simple random sampling technique from identified IT firms in the FCT. This method was employed to provide an equal opportunity for every employee in the population to be included in the study, thereby minimizing bias and enhancing the generalizability of the results.

Primary data was collected through a structured questionnaire designed to measure various dimensions of employee empowerment, organizational performance metrics, and demographic information. The questionnaire's reliability was assessed using Cronbach's alpha coefficient, demonstrating high internal consistency ($\alpha = 0.85$ for empowerment scale, $\alpha = 0.82$ for performance scale). Content validity was ensured by using established scales and consulting experts in organizational behaviour and IT management.

Data analysis was conducted using multiple regression analysis in SPSS version 27. This statistical technique allows for examining the relationship between employee empowerment

(independent variable) and organizational performance (dependent variable).

Model Specification

The study relied on the study variables and literatures for designing the model to be tested for the hypothesis of the study. The model is specified as:

$$PER = \beta_0 + \beta_1 PDIN + \beta_2 PRIN + \beta_3 MKIN + \varepsilon_1$$

Where:

PER	=	Performance
PDM	=	Participatory decision making
AUM	=	Autonomy
RFB	=	Regular feedback
ε_1	=	Error Term
β_0	=	Constant

RESULTS AND DISCUSSIONS

A total of 120 questionnaires were distributed to account for potential non-responses and incomplete data, which is a common practice in survey research to ensure an adequate sample size for analysis (Nulty, 2008). Despite distributing 120 questionnaires, only 102 were retrieved. Preliminary analysis of these 102 questionnaires confirmed their suitability for further analysis.

The demographic breakdown of the 102 respondents revealed a varied distribution across different age groups. Specifically, the respondents ranged in age from 25 to 50 years. Among them, 29.4% were aged 25-30, 39.2% were aged 31-40, 19.6% were aged 41-45, and 11.8% were aged 46-50. In terms of gender distribution, 53.9% of the respondents were male, while 46.1% were female.

Regarding the number of years working, the respondents' work experience varied significantly. Approximately 24.5% of the respondents had worked for 1-5 years, 44.1% had worked for 6-10 years, 19.6% had worked for 11-15 years, and 11.8% had worked for more than 15 years. In terms of marital status, 58.8% of the respondents were married, 34.3% were

single, 4.9% were divorced, and 2.0% were widowed.

Before proceeding with the multiple regression analysis, it was essential to ensure that the major assumptions of multiple regression were satisfied. These assumptions include linearity, which ensures the relationship between the independent and dependent variables is linear; independence, indicating that observations are independent of each other; homoscedasticity,

meaning the variance of errors is constant across all levels of the independent variables; normality, which implies that the residuals (errors) of the model are normally distributed; and multicollinearity, ensuring there is no perfect multicollinearity among the independent variables (See appendix for full result). The satisfaction of these assumptions supported the validity of proceeding with further analysis using multiple regression techniques.

Table 1: Regression Result showing employee empowerment effect on IT firms Performance in FCT

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	-.380	.273		-1.394	.166	
	Participatory decision making	.379	.091	.355	4.182	.000	.488 2.050
	Autonomy	.332	.073	.317	4.544	.000	.724 1.382
	Regular Feedback	.347	.088	.309	3.963	.000	.580 1.724

a. Dependent Variable: Performance

R-value: 0.809; R-square: 0.655; F (101): 61.971, $p < 0.005$.

The multiple regression analysis was conducted to examine the effect of employee empowerment dimensions on the performance of IT firms in the Federal Capital Territory (FCT). The model yielded an R-value of 0.809 and an R-square of 0.655, indicating that approximately 65.5% of the variance in IT firm performance can be explained by the three dimensions of employee empowerment: participatory decision-making, autonomy, and regular feedback. The overall model was statistically significant with an F-value of 61.971 and a p-value of less than 0.005, hence given the p-value is less than 0.05, it then implies the model is fit. This implies that the study theoretical argument is confirmed to have been satisfied. The unstandardized coefficient for the constant was -0.380 with a standard error of 0.273, which was not statistically significant ($t = -1.394$, $p = 0.166$). This indicates that when the independent variables are held at zero, the performance of IT firms is not significantly different from zero. This implies that these variables are critical drivers of IT firms' performance.

Test of Hypotheses

Hypothesis One

Ho₁: Participatory Decision-Making has no significant effect on the performance of IT firms.

The unstandardized coefficient for participatory decision-making was 0.379 with a standard error of 0.091. The standardized coefficient (Beta) was 0.355, and the t-value was 4.182, which was statistically significant ($p < 0.005$). The tolerance value for participatory decision-making was 0.488, and the Variance Inflation Factor (VIF) was 2.050, indicating no multicollinearity issues. This result shows that participatory decision-making has a positive and significant effect on the performance of IT firms. This finding implies that involving employees in decision-making processes can enhance their commitment and motivation, leading to improved organizational performance.

The study outcome aligns with the work of Joe-Akunne et al. (2022) that conducted a study to investigate the predictors of psychological safety among secondary school staff. Also, it agrees with the work of Kim (2022) that conducted an empirical analysis to explore the relationships among participatory decision making, employees' task performance, and personal growth within organizational settings.

Hypothesis Two

Ho₂: Autonomy has no significant effect on the performance of IT firms.

The unstandardized coefficient for autonomy was 0.332 with a standard error of 0.073. The standardized coefficient (Beta) was 0.317, and the t-value was 4.544, which was statistically significant ($p < 0.005$). The tolerance value for autonomy was 0.724, and the VIF was 1.382, indicating no multicollinearity concerns. This indicates that granting employees autonomy significantly enhances IT firm performance. The implication of this finding is that when employees are given the freedom to make decisions and manage their tasks, they are more likely to be innovative and efficient, thereby contributing positively to organizational success. This result agrees with the work of Motamarri et al. (2020) that conducted a study to conceptualize and validate a scale for frontline employee empowerment in analytics-driven services. Also, it aligns with the work of Vu (2020) that conducted a literature review focusing on employee empowerment and empowering leadership within organizational contexts.

Hypothesis Three

Ho₃: Regular Feedback has no significant effect on the performance of IT firms.

The unstandardized coefficient for regular feedback was 0.347 with a standard error of 0.088. The standardized coefficient (Beta) was 0.309, and the t-value was 3.963, which was

statistically significant ($p < 0.005$). The tolerance value for regular feedback was 0.580, and the VIF was 1.724, indicating no multicollinearity issues. This result suggests that providing regular feedback to employees significantly improves the performance of IT firms. The implication is that regular feedback helps employees understand their performance levels and areas for improvement, which can enhance their productivity and effectiveness. This result agrees with the work of Lee et al. (2021) that investigated the influence of leaders' feedback behaviour on employees' innovative behaviours, examining the mediating roles of voice behaviour and job autonomy. Also, it agrees with the work of This result agrees with the work of Motamarri et al. (2020) that conducted a study to conceptualize and validate a scale for frontline employee empowerment in analytics-driven services.

CONCLUSIONS AND RECOMMENDATIONS

The objective of this study was to examine the effect of employee empowerment dimensions—participatory decision-making, autonomy, and regular feedback—on the performance of IT firms in the Federal Capital Territory (FCT). The general conclusion drawn from the analysis is that employee empowerment significantly enhances the performance of IT firms. The regression results indicate that each of the empowerment dimensions positively impacts organizational performance, suggesting that a more empowered workforce leads to improved business outcomes. Firstly, participatory decision-making was found to have a positive and significant impact on the performance of IT firms. This suggests that involving employees in decision-making processes fosters a sense of ownership and commitment, which translates into better organizational performance. Secondly, the study revealed that employee autonomy significantly enhances the performance of IT firms. Granting employees the freedom to make decisions and manage their tasks independently encourages innovation and efficiency, which are crucial for organizational

success. Lastly, regular feedback was shown to positively and significantly improve the performance of IT firms. Providing consistent feedback helps employees understand their performance and identify areas for improvement, leading to increased productivity and effectiveness. Based on the findings of this study, the following recommendations are made:

- i. IT firms should actively involve employees in decision-making processes. This can be achieved by creating forums for employee input, encouraging open communication, and implementing suggestions from employees. By doing so, firms can foster a sense of belonging and commitment among employees, which enhances overall performance.
- ii. Organizations should grant more autonomy to their employees by allowing them to make decisions related to their work. This can be done by reducing micromanagement and providing opportunities for employees to take initiative. Increased autonomy can lead to higher levels of innovation and efficiency, contributing positively to the firm's performance.
- iii. Managers should establish a routine of providing regular feedback to employees. This involves not only pointing out areas that need improvement but also recognizing and rewarding good performance. Regular feedback can help employees stay on track with their goals and continuously improve their performance, thereby enhancing overall organizational productivity. By implementing these recommendations, IT firms in the FCT can leverage the full potential of their employees, leading to sustained competitive advantage and improved organizational performance.

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