

Employee Empowerment as a Predictor of Employee Performance Efficiency in Electronics Manufacturing Companies in Batangas

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Abstract- This study examined the predictive effect of employee empowerment — operationalized through delegation, engagement, trust, communication, and motivation — on the efficiency of employee performance in electronics manufacturing companies in Batangas, Philippines. Anchored on the empowerment framework of Alshemmari (2023) and Self-Determination Theory, the study employed a quantitative, survey-based research design using a structured Likert-scale questionnaire. A total of supervisory and managerial respondents was drawn through purposive sampling. Data were analyzed using descriptive statistics, simple linear regression, and multiple linear regression via Jamovi. Results revealed that all empowerment dimensions were perceived at a very high level. Multiple regression analysis showed that motivation, engagement, and trust were significant predictors of performance efficiency, while delegation and communication did not reach significance in the combined model. Employee empowerment as a unified construct significantly predicted performance efficiency, explaining a substantial portion of the variance. These findings confirm that holistic, motivation-centered empowerment strategies are critical drivers of workforce efficiency in the Philippine manufacturing sector. The study contributes localized empirical evidence supporting Sustainable Development Goals and provides actionable recommendations for HR practitioners and organizational leaders.

Keywords – Communication, Delegation, Employee Efficiency, Employee Empowerment, Engagement Motivation, Trust

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I. INTRODUCTION

A. Background of the Study

The manufacturing sector remains one of the most significant contributors to the Philippine economy, with CALABARZON recognized as one of the largest and most strategically positioned manufacturing hubs in the country. This region's industrial concentration, favorable infrastructure, and proximity to Metro Manila have made it a critical driver of employment generation, export revenues, and regional economic growth (Department of Trade and Industry [DTI], 2022; Philippine Statistics Authority [PSA], 2022). Within this landscape, electronics manufacturing companies in Batangas occupy a particularly vital role, specializing in the assembly and production of electronic components, printed circuit boards, and finished electronic products for both domestic and international markets. As global competition intensifies and technological demands evolve, the pressure on these companies to sustain high levels of operational efficiency, product quality, and workforce productivity has never been greater (National Economic and Development Authority [NEDA], 2023).

In response to these competitive pressures, organizations worldwide are increasingly turning to human resource management strategies that go beyond traditional supervision and control. One of the most widely discussed and empirically supported approaches is employee empowerment — a management philosophy that grants employees greater autonomy, decision-making authority, and access to the resources necessary to perform their roles effectively (Gowri et al., 2024). Empowerment is no longer viewed merely as a motivational tool but as a strategic organizational lever that enables employees to respond proactively to operational challenges, take ownership of their work, and contribute meaningfully to organizational goals (Alshemmari, 2023). In environments that demand precision, speed, and continuous improvement — such as electronics manufacturing — the capacity of employees to act decisively and efficiently is directly tied to how empowered they feel within the organization.

The theoretical foundations of employee empowerment are deeply rooted in Self-Determination Theory, which posits that individuals perform at their highest potential when their fundamental psychological needs for autonomy, competence, and relatedness are satisfied (Ryan & Deci, 2000). Building on this foundation, contemporary scholars have

identified empowerment as a multidimensional construct that operates through specific organizational practices. Alshemmari (2023) conceptualized empowerment through five key dimensions — delegation, engagement, trust, communication, and motivation — and empirically demonstrated that all five dimensions significantly contribute to enhancing employee performance efficiency. This framework has gained considerable traction in organizational research due to its practical applicability and its capacity to capture both structural and relational aspects of empowerment in workplace settings.

Delegation, as a core empowerment practice, involves the transfer of authority and responsibility from managers to employees, enabling faster decision-making and greater task ownership. Susanto et al. (2024) demonstrated that effective delegation reduces operational bottlenecks, minimizes errors, and enhances accountability, thereby improving overall performance efficiency in manufacturing environments. Similarly, Jusdienar et al. (2024) found that delegating authority significantly enhances both employee performance and managerial decision-making effectiveness. These findings underscore delegation's role not only in improving individual efficiency but also in strengthening broader organizational effectiveness. In contexts where operational delays carry significant costs — as is the case in electronics manufacturing — the ability of employees to act independently and decisively becomes a competitive necessity.

Employee engagement, defined as the cognitive, emotional, and behavioral investment employees bring to their roles, has been consistently linked to superior performance outcomes. Lama and Sigdel (2024) found that engagement significantly mediates the relationship between empowerment and employee performance, suggesting that empowerment enhances efficiency primarily when employees are actively and meaningfully involved in their work. This relationship is further supported by Juyumaya (2022), who demonstrated that psychological empowerment positively influences task performance through increased work engagement, confirming that the mechanism through which empowerment works is largely driven by the level of engagement it fosters. Corbeanu and Iliescu (2023) further confirmed through meta-analytic evidence that work engagement is significantly and positively related to job performance, reinforcing its status as one of the most reliable predictors of workforce efficiency across industries and organizational contexts.

Trust, often described as the foundation upon which effective empowerment is built, plays an equally critical role in shaping employee performance. When employees trust their leaders and the organization, they feel psychologically safe to exercise autonomy, take initiative, and make decisions that affect work processes — all of which are essential to operational efficiency (Pham, 2023). Salas-Vallina et al. (2025) found that trust in empowered leadership is a critical antecedent of both employee engagement and discretionary effort, suggesting that trust amplifies the performance benefits of empowerment initiatives. Zhenjing et al. (2022) similarly established that a favorable and trust-based workplace environment fosters positive work attitudes and ultimately improves performance outcomes. These findings collectively highlight that trust is not merely a relational construct but a performance enabler that shapes how effectively other empowerment dimensions translate into efficiency gains.

Communication, particularly when transparent, timely, and bidirectional, ensures that employees clearly understand performance expectations, organizational goals, and operational procedures. Oktavianto and Irawanto (2024) found that effective interpersonal and organizational communication facilitates task coordination, reduces misunderstandings, and enhances employee performance. Mulyani et al. (2024) further reported that clear and effective communication, combined with strong employee engagement, positively correlates with performance outcomes, suggesting that communication functions as an enabling condition that strengthens the impact of other empowerment dimensions.

Motivation, perhaps the most widely studied dimension of empowerment, drives employees to exert sustained effort, apply their skills consistently, and maintain high performance standards over time. Nusraningrum et al. (2024) reported that motivated employees in manufacturing settings consistently demonstrate higher performance efficiency, particularly when operational targets are stringent and quality standards are demanding. Wang and Liu (2024) established through meta-analytic review that work motivation has a significant and positive effect on job performance across multiple industries and measurement approaches. Kim and Beehr (2022) further found that employees exhibiting higher levels of both intrinsic and extrinsic motivation achieve enhanced performance and well-being, collectively contributing to greater workplace

efficiency. These findings converge on a consistent conclusion — that motivation is among the most powerful and direct drivers of employee performance efficiency in organizational settings.

Despite the substantial body of international evidence supporting the empowerment-performance relationship, empirical research specifically examining this relationship within the Philippine manufacturing sector remains notably limited. Existing local studies have largely concentrated on service-oriented industries, with relatively few investigations targeting manufacturing organizations in key industrial regions such as CALABARZON (Tiangco & Pulhin, 2023). This gap is particularly concerning given the scale and economic significance of the sector. According to the 2022 Annual Survey of Philippine Business and Industry, the manufacturing sector employs over 1.19 million formal workers nationwide, with Batangas accounting for a significant portion of this workforce (PSA, 2022). The absence of localized empirical evidence limits the ability of manufacturing executives, HR practitioners, and policymakers to design evidence-based empowerment strategies that are culturally relevant and operationally appropriate for the Philippine context.

Furthermore, the cultural dynamics of Philippine workplaces introduce additional complexity to the empowerment-performance relationship. The Philippines ranks among the highest globally in power distance — a cultural dimension reflecting the degree to which less powerful members of society defer to authority (Alhosani et al., 2022). This cultural tendency may moderate how empowerment dimensions such as delegation are received and practiced, as employees in high power distance cultures may be less inclined to exercise delegated authority independently. Dai et al. (2022) found that high power distance beliefs reduce employee initiative and create a more deferential organizational climate, suggesting that empowerment strategies must be adapted to account for cultural moderators in order to be effective. Understanding these nuances is essential for developing empowerment frameworks that are not only theoretically sound but also practically applicable in the Filipino manufacturing environment.

This study therefore addresses a critical gap in the literature by examining the predictive effect of the five empowerment dimensions — delegation, engagement, trust, communication, and motivation — on employee performance efficiency in electronics

manufacturing companies in Batangas. By providing localized empirical evidence grounded in the realities of Philippine manufacturing workplaces, the study aims to contribute to academic theory on empowerment and workforce management while offering actionable insights for HR practitioners and organizational leaders. The findings further support the achievement of Sustainable Development Goal 8 (Decent Work and Economic Growth) by demonstrating how empowerment-centered HR strategies can enhance workforce efficiency and promote inclusive employment, and SDG 9 (Industry, Innovation and Infrastructure) by providing evidence-based guidance for sustainable and competitive industrial practices in the Philippine manufacturing sector.

Literature Review

Employee empowerment. Employee empowerment is broadly acknowledged as a strategic lever for enhancing organizational effectiveness to improve employee performance efficiency, especially in complex and competitive industries such as electronics manufacturing. Empowerment encompasses managerial practices that promote autonomy, delegation of authority, participation in making decision, competence development, information access, trust, communication, and motivation. Together, these practices foster a work environment in which employees are more engaged, proactive, and effective. Empirical studies consistently reveal significant positive relationships between empowerment-driven practices and employee performance results. For instance, Gowthami et al. (2024) demonstrated that initiatives aimed at employee empowerment are positively and significantly linked to enhanced job performance and organizational commitment among skilled manufacturing workers, highlighting empowerment's strategic value in operational contexts where precision and productivity are critical. Likewise, Lama and Sigdel (2024) reported that psychological empowerment and motivation jointly increase employee performance, implies that employees who perceive their roles as meaningful and experience a high degree of autonomy are more likely to exhibit superior performance.

Beyond its overall effect, empowerment operates through specific dimensions that independently and collectively shape employee performance efficiency. In this study, empowerment is conceptualized through five key variables: delegation, engagement, trust, communication, and motivation. Prior research indicates that these components play

distinct yet interconnected roles in influencing employee behavior and outcomes. Delegation and effective communication, for example, have been shown to enhance employee engagement and task clarity, leading to improved job execution and productivity (Susanto et al., 2024). Furthermore, trust in leadership strengthens the impact of empowerment by fostering a supportive environment that encourages participation, initiative, and accountability (Pham, 2023). Motivation is identified as a pivotal determinant of performance efficiency, with highly motivated employees exhibiting greater effort, persistence, and productivity, especially in challenging manufacturing contexts (Nusraningrum et al., 2024). Collectively, all findings provide robust empirical justification for examining how delegation, engagement, trust, communication, and motivation influence employee performance efficiency in electronics manufacturing companies in Batangas.

Delegation. Delegation involves entrusting employees with both responsibility and authority to execute specific tasks. When implemented effectively, it empowers employees to assume ownership of their work, make prompt decisions, and manage their workflows with greater efficiency. In manufacturing environments, where operational delays can be costly, delegation plays a vital role in improving efficiency. Susanto et al. (2024) demonstrated that proper delegation reduces bottlenecks, minimizes errors, and enhances accountability, thereby improving overall performance efficiency. By allowing employees to handle operational responsibilities independently, supervisors are also able to focus on strategic and supervisory functions. Chota and Zenebe (2022) present empirical evidence that delegating authority exerts a significant positive impact on employee performance, with employees entrusted with responsibility exhibiting greater commitment and enhanced task execution. This finding underscores delegation's role in fostering ownership and efficiency at the individual level. Jusdienar et al. (2024) found that delegating authority significantly enhances employee performance and managerial decision-making effectiveness, indicating that delegation not only boosts operational efficiency but also reinforces overall organizational effectiveness. Similarly, Shola and Juwon Johnson (2024) reported that delegation positively influences organizational performance in small and medium enterprises, indicating that empowered employees contribute more effectively to achieving performance targets when authority is appropriately distributed. Matey (2024)

emphasized that delegation serves as a leadership development mechanism that builds employee competence, confidence, and motivation—factors that directly influence productivity and work efficiency. In addition, Nwabali (2024) highlighted that delegation of duties enhances employee commitment and work–life balance, which indirectly supports performance efficiency by reducing burnout and increasing sustained effort at work. Collectively, these studies suggest that delegation enables employees to function more independently, reduces supervisory bottlenecks, and promotes faster task completion with fewer errors.

Employee engagement. Employee engagement reflects the emotional and cognitive commitment that employees bring to their roles. Engaged employees typically exhibit greater attentiveness, initiative, and dedication to achieving performance objectives. Lama and Sigdel (2024) found that engagement significantly mediates the relationship between empowerment and employee performance, suggesting that empowerment enhances efficiency primarily when employees are actively involved in their work. Elevated levels of engagement have been linked to increased accuracy, reduced absenteeism, faster problem-solving, and improved productivity in operational settings. Studies have shown that engaged employees consistently demonstrate higher levels of productivity and work quality, contributing positively to organizational performance (Estimo & Villanueva, 2023; Gede & Huluka, 2024). Research further indicates that supportive organizational practices and work environments strengthen engagement, which in turn enhances employees' ability to meet performance expectations and operational goals (Barajas, 2024).

Trust. Trust is a fundamental condition for empowerment to be effective. When employees trust their leaders and the organization, they feel secure in exercising autonomy and making decisions that affect work processes. Pham (2023) emphasized that trust in management strengthens the effect of empowerment on performance by creating a psychologically safe environment that supports initiative and responsibility. In such environments, employees are more willing to share ideas, follow procedures, and adopt process improvements, all of which contribute to higher performance efficiency. Research indicates that employees who trust their leaders and organization are more inclined to take initiative, share knowledge, and demonstrate commitment to organizational objectives, which contributes to improved workplace performance (Dirani et al., 2023). Chinomona

and Dhurup (2022) found that trust in management significantly enhances employee engagement and work outcomes by creating a supportive climate that empowers employees to perform effectively. In service contexts, Kalu and Idung (2024) demonstrated that workplace trust positively influences employee satisfaction and performance, highlighting how trust-based relationships reduce uncertainty and encourage cooperative behavior across operational tasks. Recent studies also emphasize the role of trust in supporting psychosocial work resources: Liang et al. (2023) found that trust in supervisors amplifies the positive impact of job resources on both employee engagement and performance outcomes by reinforcing employees' confidence in decision-making.

Communication. Communication is another essential empowerment mechanism that ensures employees clearly understand expectations, procedures, and performance standards. Transparent and timely communication facilitates coordination, reduces misunderstandings, and supports smooth workflow processes. According to Susanto et al. (2024), structured communication channels within empowered teams allow employees to clarify uncertainties and respond promptly to operational issues, thereby maintaining consistent quality and improving efficiency. Research shows that effective interpersonal and organizational communication facilitates clarity of expectations, coordination of tasks, and reduction of misunderstandings, which together enhance employee performance (Oktavianto & Irawanto, 2024). In a similar context, Mulyani, Ridwan, and Yeni (2024) found that effective communication, together with strong work ethics and employee engagement, positively correlates with employee performance outcomes, suggesting that clear and timely information flow supports productivity and operational efficiency. Rodrick (2024) demonstrated that workplace communication significantly influences employee performance by improving task execution and responsiveness to operational demands in a utility company setting. Further, Aima, Zefriyenni, and Rinaldi (2024) reported that organizational communication, facilitated by information technology and driven by motivation, indirectly enhances employee performance by improving job satisfaction, highlighting the critical role of communication in supporting both motivational and evaluative processes. Research focusing on communication styles also emphasizes their contribution to performance, with assertive and leadership-aligned

communication linked to higher work performance and stronger employee commitment (Balakrishnan et al., 2024).

Motivation. Motivation drives employees to exert effort, apply skills, and sustain performance over time. Motivation interacts closely with empowerment, as employees who feel valued, recognized, and supported are more inclined to take initiative and sustain level of productivity. Nusraningrum et al. (2024) reported that motivated employees consistently demonstrate higher performance efficiency in manufacturing settings, particularly when operational targets are strict and performance standards are high. Empirical research in diverse industries has shown that motivated employees tend to demonstrate higher productivity, more sustained effort, and a stronger commitment to organizational objectives (Adekola & Section, 2023). Chen and Khalique (2024) further demonstrated that work motivation enhances employee performance indirectly through increased job engagement, suggesting that motivation strengthens employees' connection to their tasks and enhances performance outcomes. Organizational research indicates that employees exhibiting higher levels of both intrinsic and extrinsic motivation achieve enhanced performance and well-being, which collectively contribute to greater workplace efficiency (Kim & Beehr, 2022). In manufacturing settings, recognition and job design factors that support motivation have been associated with superior performance outcomes, highlighting the importance of motivational practices in production environments (Mesenburg & Galletta, 2024). Similarly, Tadesse and Bekele (2022) found that employee motivation and supportive organizational culture are significantly linked with work efficiency in manufacturing firms, reinforcing the perspective that motivational factors are central to driving enhanced employee performance.

Collectively, these five dimensions—delegation, engagement, trust, communication, and motivation—form an empowerment framework that equips employees with the authority, confidence, and willingness to perform efficiently. In electronics manufacturing companies in Batangas, where operational efficiency is essential for competitiveness, understanding the individual and combined effects of these empowerment variables provides valuable insights for managerial decision-making and workforce development (Gowthami et al., 2024; Pham, 2023; Nusraningrum et al., 2024).

Supporting evidence from manufacturing-focused studies further reinforces the relevance of empowerment. Nagpal (2022) found that empowering employees in manufacturing organizations enhances productivity and overall organizational efficiency, positioning empowerment as a strategic tool for long-term competitiveness. Empowerment was linked to improved job performance, satisfaction, and commitment, which collectively reduce delays, rework, and inefficiencies. Similarly, Ichdan (2024) showed that the productivity of an employee and performance in manufacturing are strongly shaped by motivational and cultural factors that encourage employee participation and continuous improvement—principles that align closely with empowerment practices.

Broader organizational research also highlights mechanisms consistent with empowerment. Li et al. (2024) demonstrated that middle managers' digital leadership positively influences employee engagement, suggesting that leadership practices that support autonomy, communication, and participation enhance employee performance. Although focused on digital leadership, the underlying mechanisms overlap with empowerment constructs and reinforce the role of engagement in driving efficiency.

Psychological empowerment, which encompasses meaning, competence, self-determination, and impact, has been empirically demonstrated to enhance both work efficiency and overall job performance (Putra et al., 2023). When employees perceive their work as meaningful and have confidence in their capabilities, they are more motivated to perform efficiently and exceed performance expectations—an outcome that is especially critical in manufacturing environments requiring high levels of precision and consistency. Moreover, empowerment promotes innovation and problem-solving by improving decision-making capabilities and responsiveness to operational challenges (Zhen & Ding, 2024).

Despite strong evidence supporting the empowerment–performance relationship, recent studies also emphasize the role of organizational context. Governance mechanisms such as structured reporting systems, managerial support, and regulatory alignment influence how empowerment practices are implemented and sustained (Makhamreh et al., 2022). In manufacturing, empowerment must be carefully balanced with standardized procedures, safety requirements, and quality controls to ensure efficiency and compliance (Zhen & Ding, 2024).

In emerging industrial regions such as Batangas, manufacturing firms face increasing competitive pressures, making employee performance efficiency a strategic priority. However, limited empirical research has examined how specific empowerment dimensions—delegation, engagement, trust, communication, and motivation—jointly influence employee efficiency within Philippine manufacturing settings. To address this gap, the present study investigates how employee empowerment influences performance efficiency in a manufacturing firm located in Batangas.

Significance of the Study

The research provides insights with implications for both academic theory and practical application to human resource management, organizational behavior, and manufacturing management, particularly in the Philippine context. This study provides localized empirical evidence that enriches theoretical discussions on empowerment, workforce diversity, and efficiency in industrial environments.

Practically, the findings offer actionable insights for manufacturing executives, operations managers, and HR practitioners. Identifying which empowerment dimensions—delegation, engagement, trust, communication, and motivation—most strongly influence employee efficiency enables managers to implement targeted strategies that optimize performance.

At the industry level, this study informs policy and practice in the Philippine manufacturing sector, supporting efforts to improve productivity and competitiveness in key regions such as CALABARZON. By providing evidence-based guidance, it contributes to organizational strategies that promote sustainable industrial growth and decent work, aligning with SDG 8 and SDG 9. Moreover, this research establishes a foundation for future studies, cross-industry applications, and comparative regional analyses.

B. Research Framework

The research adopts the framework developed by JMHI Alshemmari (2023) in their study on the role of employee empowerment in enhancing performance efficiency, shown in Figure 1 below. In their study, descriptive quantitative research design was used, and questionnaires were sent to Audit Bureau Kuwait under human resource department for their employees to answer. SPSS was employed to analyze data from 243 respondents,

ensuring the reliability and validity of the measures and testing the hypothesized paths among the variables.

Results of their study showed that the findings supported the main hypothesis, indicating that employee empowerment positively influences employee performance efficiency was found to be high, with an overall reliability of $R = 0.901$. Delegation demonstrated a statistically significant positive effect on performance efficiency ($\beta = 0.087$), while engagement also exhibited a significant positive influence ($\beta = 0.094$). Additionally, trust emerged as a strong predictor of employee performance efficiency ($\beta = 0.230$). The study highlights that communication and motivation are pivotal factors positively influencing employee performance efficiency ($\beta = 0.285$). Overall, the findings reveal that all dimensions of employee empowerment—delegation, engagement, trust, communication, and motivation—significantly contribute to enhancing employee performance efficiency.

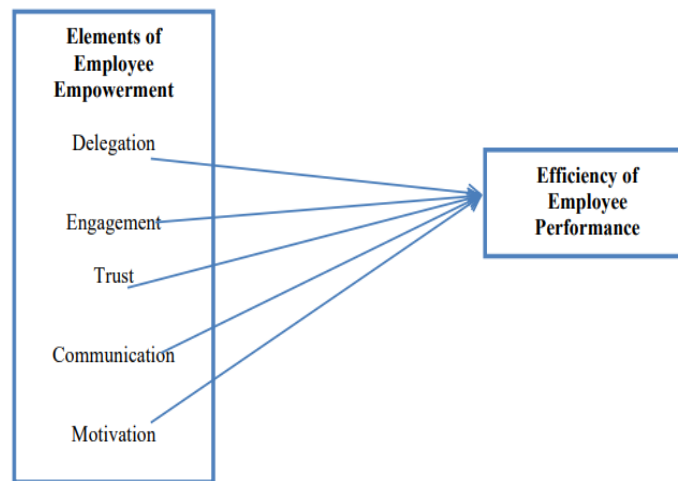


Figure 1. Conceptual Framework

Source: An Empirical Study on Employee Empowerment Role in Increasing Efficiency of Employee Performance (JMHI Alshemmari, 2023)

Operational Framework

This study is anchored on the employee empowerment framework by Alshemmari (2023), which emphasizes that empowerment is a multidimensional construct that enhances employee performance by strengthening autonomy, involvement, psychological safety, and intrinsic motivation. In the present study, employee empowerment is

operationalized through five key dimensions—delegation, engagement, trust, communication, and motivation—which are hypothesized to predict the efficiency of employee performance in electronics manufacturing companies in Batangas.

Delegation represents the extent to which authority and responsibility are appropriately transferred from supervisors to employees. Recent studies confirm that effective delegation improves task ownership, decision-making speed, and operational efficiency, particularly in manufacturing environments where timely execution and accountability are critical (Susanto et al., 2024). Engagement, conceptualized as the cognitive, emotional, and behavioral investment employees make in their work, functions as a key mechanism through which empowerment drives enhanced performance efficiency. Empirical evidence indicates that engaged employees demonstrate higher focus, energy, and persistence, leading to improved productivity and reduced errors (Lama & Sigdel, 2024; Torres-Ochoa et al., 2024).

Trust functions as a foundational empowerment condition that enables employees to exercise autonomy without fear of negative repercussions. Research indicates that trust in leadership reinforces employees' propensity to take initiative and engage in process improvements, thereby promoting greater efficiency and consistent performance (Pham, 2023; Qammar et al., 2024). Communication, particularly when transparent and timely, ensures clarity of expectations, coordination of tasks, and alignment with organizational goals. Recent findings highlight that effective communication within empowered teams reduces operational disruptions and supports quality and efficiency in performance outcomes (Mori et al., 2023; Susanto et al., 2024).

Finally, motivation reflects the internal drive that sustains effort and persistence toward performance goals. Anchored in empowerment theory, motivation is reinforced when employees feel valued, competent, and involved in making of decisions. Contemporary research confirms that motivated employees exhibit higher productivity, proactive behavior, and adherence to performance standards, especially in manufacturing settings that demand continuous improvement (Nusraningrum et al., 2024; Nagpal, 2022).

Collectively, these five dimensions form an integrated empowerment system that influences employee performance efficiency. Guided by Alshemmari's (2023) empowerment model and supported by recent empirical studies, the operational framework

posits that delegation, engagement, trust, communication, and motivation independently and collectively predict the efficiency of employee performance. This framework provides a structured basis for examining empowerment-driven performance outcomes in electronics manufacturing companies in Batangas, where operational efficiency is a critical determinant of organizational competitiveness and sustainability.

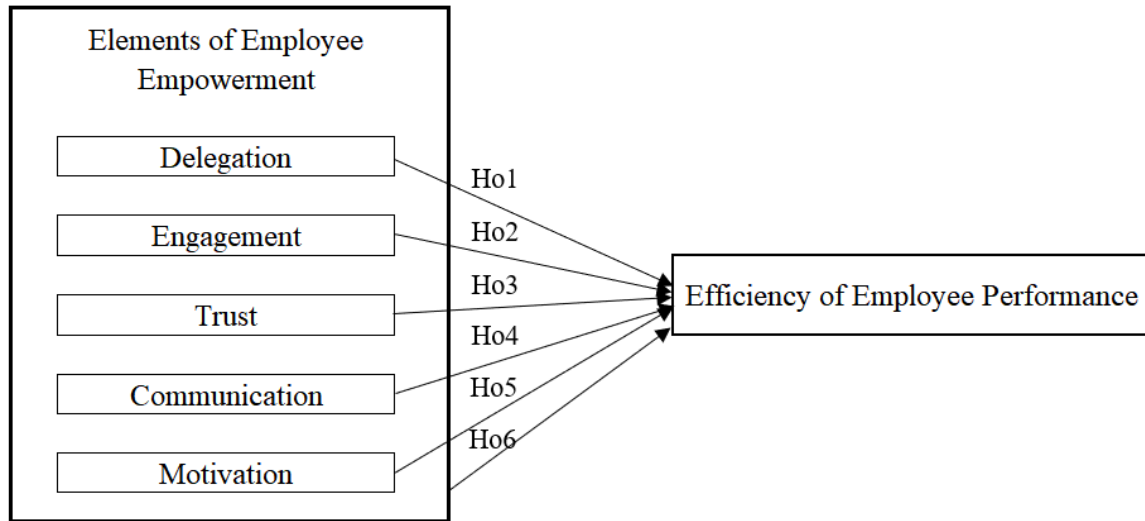


Figure 2. Operational Framework

C. Objectives of the Study

In general, this study will assess the effect of independent variables delegation, engagement, trust, communication and motivation. Specifically, the study wants to determine the following:

1. Determine the effects of each empowerment significantly element on employee performance
2. Identify which empowerment factors most significantly improve employee efficiency
3. The result of this study can be used to provide practical and evidence-based recommendations for human resource management, organizational behavior, and manufacturing management to enhance employee performance efficiency through effective empowerment practices.

D. Hypotheses

To meet the objectives of the study, the following null hypotheses will be tested:

H_o^1 : Delegation has no significant effect on Efficiency of Employee Performance

H_o^2 : Engagement has no significant effect on Efficiency of Employee Performance

H_o^3 : Trust has no significant effect on Efficiency of Employee Performance

H_o^4 : Communication has no significant effect on Efficiency of Employee

Performance

H_o^5 : Motivation has no significant effect on Efficiency of Employee Performance

H_o^6 : Employee Empowerment as a whole has no significant effect on Efficiency of Employee Performance

II. METHODS

A. Research Design

The study adopted a quantitative research design to examine the relationship between employee empowerment practices and employee performance efficiency. Quantitative methods are appropriate for this study because they allow the researcher to measure variables objectively and analyze the relationships between them using statistical techniques. The research focuses on five empowerment-related independent variables—delegation, engagement, trust, communication, and motivation—and examines their association with the dependent variable, employee performance efficiency.

To analyze these relationships, the study used simple linear regression analysis and simple linear regression analysis, which is widely used in organizational and behavioral research to determine the predictive influence of independent variables on a dependent variable. Regression analysis allows the researcher to evaluate the extent to which variations in empowerment practices explain changes in employee performance efficiency. This approach is consistent with previous studies examining empowerment and performance relationships in organizational settings (Alshemmari, 2023; Juyumaya, 2022).

The survey method was used as the primary data collection technique, as it allows the researcher to gather standardized responses from a relatively large group of participants within a limited period of time. Structured questionnaires were distributed to employees

working in electronics manufacturing companies in Batangas. The survey items were designed to measure the five empowerment dimensions as well as employee performance efficiency. This approach enables the researcher to obtain quantifiable data that can be statistically analyzed to identify patterns and relationships among the study variables.

B. Locale of the Study

The study was conducted in a local electronics manufacturing company located in one of the country's key industrial hubs in Batangas, Philippines. Different companies were selected due to their structured operations, substantial workforce, and active production processes, making it an ideal setting to examine employee empowerment and efficiency. The respondents consisted of supervisory to manager roles who are directly involved in assembly, quality control, and other core manufacturing activities. Focusing on these employees ensures that the study captures insights from those whose daily work is most influenced by empowerment practices and operational efficiency initiatives.

C. Respondents of the Study

The respondents of this study were leaders in an electronics manufacturing company in Batangas, specifically those occupying supervisory and managerial positions who have obtained regular or permanent status and employed with the company at least 1 year before the conduct of the survey. Using G*Power for the F test family, considering six independent variables and a medium effect size of 0.15 with a power of 0.95, at least 138 participants were needed to represent the population.

D. Sampling Design

The study calculated a minimum sample requirement of 138 participants through G*Power to ensure sufficient statistical validity (number of predictors = 6; power $[1-\beta] = 0.95$; α error probability = 0.05; effect size = 0.15) is essential in the conduct of the study. The study deployed 200 survey questionnaires to increase reliability and representation using a purposive sampling design. Purposive sampling allows to deliberately select respondents based on predefined criteria. The researcher leveraged professional networks and social media platforms to cascade the online survey forms to potential respondents.

E. Data Gathering Procedures

Prior to the data gathering process, ethical clearance was obtained from the Research Ethics Review Council of De La Salle Lipa. Formal approval to conduct the study was likewise secured, and the required consent forms were reviewed and signed by authorized representatives of both the academic institution and participating organizations. Pilot test was conducted involving 40 leaders from electronics companies outside Batangas; however, only 30 completed responses were obtained and subsequently utilized for reliability testing. Following this, the main data collection phase was carried out among leaders in electronics manufacturing companies in Batangas. Data gathering was conducted over a five-week period, from February 14 to March 17, using both online surveys via Google Forms and printed questionnaires. To reach the target respondents, the researcher leveraged professional networks, including former colleagues, academic connections, and referrals from professors. Additionally, social media platforms such as Facebook groups and LinkedIn were utilized to identify and invite qualified participants for the study.

F. Research Tools and Instrument

This study utilized the questionnaire consisting of 38 items, developed by JMHI Alshemmari (2023). The instrument comprises two primary sections: the first captures demographic information of the study sample, while the second presents items corresponding to the study's sub-variables, as outlined in Table 1. Each item will be assessed using a five-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5). Data collected through an online survey administered via Google Forms and printed questionnaires.

Table 1 Questionnaire Specifications

| Variables | No. of Questions | Response Category |
|------------------------------------|-------------------------|---|
| Delegation | 6 | |
| Engagement | 6 | 1) Strongly Disagree to 5) Strongly Agree |
| Trust | 6 | |
| Communication | 6 | |
| Motivation | 6 | |
| Efficiency of employee performance | 8 | |

Prior to the main data collection, the questionnaire underwent pilot testing involving 40 individuals who were not part of the study's target population. The results were analyzed using Cronbach's alpha, with acceptable reliability results as summarized in Table 2.

Table 2 Cronbach's α Reliability Result (N=30)

| Variables | No. of Items | Cronbach's α |
|------------------------------------|--------------|---------------------|
| Delegation | 6 | 0.928 |
| Engagement | 6 | 0.943 |
| Trust | 6 | 0.873 |
| Communication | 6 | 0.925 |
| Motivation | 6 | 0.904 |
| Efficiency of employee performance | 8 | 0.975 |

G. Data Analysis and Interpretation

The study of Alshemmari (2023) did not explicitly report a specific validity index such as a Content Validity Index (CVI). However, the validity of the instrument can be inferred from the use of established constructs of employee empowerment and the application of statistical analyses, including correlation and regression, which demonstrated significant relationships between variables. These results support the adequacy of the measurement instrument in examining the relationship between employee empowerment and employee performance efficiency.

The collected data were processed and analyzed using Jamovi statistical software. The reliability of the measurement scales was assessed through Cronbach's alpha to determine internal consistency across the variables. Additionally, descriptive statistics, including the mean and standard deviation, were employed to present and summarize the respondents' levels of agreement. The interpretation of mean scores followed the equal interval ranges derived from the four-point Likert scale with an interval width of 0.49 as seen in Table 3.

Table 3. Mean Score , Level of Agreement and Verbal Interpretation

| Mean Score | Level of Agreement | Verbal Interpretation |
|-------------|--------------------|-----------------------|
| 4.50 – 5.00 | Very High | Strongly Agree |
| 3.50 – 4.49 | High | Agree |
| 2.50 – 3.49 | Neutral | Neutral |
| 1.50 – 2.49 | Low | Disagree |
| 1.00 – 1.49 | Very Low | Strongly Disagree |

H. Statistical Treatment of Data

This study used Jamovi statistical software to process and analyze the data. Also, descriptive statistics were used to present the data summary and provide an overview of the respondents' demographic information. Simple linear regression was employed to examine the effect of employee empowerment on employee performance efficiency. Multiple linear regression was used to examine which components most strongly affect the efficiency of employee performance.

I. Ethical Consideration

The study involves employees from selected electronics manufacturing companies in Batangas. This study will follow the ethical guidelines set by the academic institution, ensuring that all research activities comply with ethical standards for data collection and respondent participation. The questionnaire will include a clear statement of voluntary participation, informing respondents that they may withdraw at any time without consequences. Additionally, confidentiality and privacy will be upheld by ensuring that only aggregated data will be analyzed, with no identifying information disclosed. Furthermore, the researcher will complete the Research Ethics Clearance Form for Thesis Proposal to seek formal review and approval for this study. The online survey will be conducted in accordance with the Office of Research and Publication's Ethical Guidelines for Online Survey Design, ensuring that data collection follows best practices in ethical research.

III. RESULTS AND DISCUSSION

A. Descriptive Statistics

Profile of the Respondents

The majority of the 149 respondents were Supervisors (83.22%), male (81.21%), aged 30 to 39 years old (71.81%), with 6 to 10 years of work experience (44.30%), and most were college graduates (91.28%). These demographic characteristics suggest that the study was largely represented by relatively young, experienced, and well-educated male

supervisory professionals, providing a credible and informed basis for interpreting the findings of the study.

The Variables of the Study

Table 4 presents the mean scores of employee empowerment and its components, delegation, engagement, trust, communication, motivation and efficiency of employee performance among respondents.

Table 4. Mean Interpretation of the Variables Examined in the Study (N=149)

| Scale Point | Mean | Standard Deviation | Interpretation |
|------------------------------------|------|--------------------|----------------|
| Delegation | 4.78 | 0.336 | Very High |
| Engagement | 4.77 | 0.350 | Very High |
| Trust | 4.81 | 0.329 | Very High |
| Communication | 4.80 | 0.363 | Very High |
| Motivation | 4.81 | 0.316 | Very High |
| Efficiency of Employee Performance | 4.77 | 0.363 | Very High |

Table 4 presents the mean interpretation of the variables examined in the study with a total of 149 respondents. The results reveal that all variables obtained a descriptive interpretation of Very High, with all mean scores falling within the Strongly Agree agreement level, indicating that managers and executives consistently held highly favorable perceptions across all dimensions of employee empowerment and performance efficiency.

Among the empowerment variables, Trust and Motivation obtained the highest mean scores of 4.81, with standard deviations of 0.329 and 0.316 respectively, suggesting that respondents strongly recognized trust and motivation as the most critical and well-practiced components of empowerment within their organizations. Communication followed closely with a mean of 4.80 and a standard deviation of 0.363, reflecting that open and effective communication is likewise highly valued in the workplace. Delegation and Engagement recorded mean scores of 4.78 and 4.77 with standard deviations of 0.336 and 0.350 respectively, indicating that the delegation of responsibilities and employee engagement are also strongly acknowledged, though marginally lower compared to the other empowerment dimensions.

With respect to the dependent variable, Efficiency of Employee Performance obtained a mean score of 4.77 with a standard deviation of 0.363, interpreted as Strongly Agree and Very High. This result suggests that managers and executives perceive

employee performance within their organizations to be operating at a very high level of efficiency. The notably low standard deviations across all variables further indicate a high degree of consistency and uniformity in responses, implying that the findings are reliable and reflective of a shared managerial perspective on empowerment and performance.

Overall, the results of Table 4 suggest that all five dimensions of employee empowerment — delegation, engagement, trust, communication, and motivation — are strongly present and positively perceived, and that these empowerment practices are collectively associated with a very high level of employee performance efficiency among the respondents.

The very high level of engagement observed in this study supports prior findings that employee engagement significantly improves performance outcomes, particularly in manufacturing environments where productivity and coordination are essential (Citra & Ningrum, 2024). Similarly, the high levels of delegation and overall empowerment align with the study of Gowthami et al. (2024), which found that empowered employees demonstrate stronger commitment and improved job performance in manufacturing settings.

Moreover, the consistently high ratings for trust and communication reflect the importance of a supportive organizational climate in driving performance efficiency. Research suggests that empowerment practices, including transparent communication and leadership support, enhance employee engagement and psychological empowerment, which in turn improve performance outcomes (Saputra, 2025). The high level of motivation reported by respondents is likewise supported by Nusraningrum et al. (2024), who found that employee motivation has a significant positive effect on performance and is further strengthened by engagement and supportive work environments. Additionally, the low standard deviation values observed in this study indicate a high level of consistency in respondents' perceptions, which reinforces the reliability of the findings and suggests a shared organizational experience. This uniformity is consistent with studies highlighting that well-established empowerment practices lead to aligned employee perceptions and improved organizational performance (Ali et al., 2022). Overall, the results of the present study are strongly supported by recent literature, confirming that empowerment-related

practices are key drivers of employee performance efficiency in organizational and manufacturing contexts.

B. The Result of the Regression Analysis

Multiple linear regression analysis was run to predict the efficiency of employee performance from delegation, engagement, trust, communication, and motivation shown in Table 5. The model was significant, $F(5,143)=93.51$, $p<0.001$, with an R^2 of 0.7658 explaining the variance of the dependent variable. Engagement ($\beta = 0.365$, $t=4.430$, $p<0.001$), trust ($\beta = 0.200$, $t=2.124$, $p=0.035$), and motivation ($\beta = 0.487$, $t=5.754$, $p<0.001$) were significant predictors, but delegation ($\beta = -0.033$, $t=-0.472$, $p=0.637$) and communication ($\beta = -0.096$, $t=-1.077$, $p=0.283$) were not.

1. Effect of Delegation, Engagement, Trust, Communication, and Motivation on Efficiency of Employee Performance

Table 5. Multiple Linear Regression Analysis: Effect of Delegation, Engagement, Trust, Communication, and Motivation On Efficiency of Employee Performance

| <i>Model</i> | <i>B</i> | <i>SE</i> | β | Confidence Interval | | <i>t</i> | <i>p</i> | Interpretation |
|---------------|----------|-----------|---------|---------------------|--------------|----------|----------|-----------------|
| | | | | <i>Lower</i> | <i>Upper</i> | | | |
| Intercept | -0.149 | 0.236 | | -0.617 | 0.318 | -0.631 | 0.529 | |
| Delegation | -0.036 | 0.075 | -0.033 | -0.184 | 0.113 | -0.472 | 0.637 | Not significant |
| Engagement | 0.379 | 0.085 | 0.365 | 0.209 | 0.547 | 4.430 | <0.001 | Significant |
| Trust | 0.220 | 0.104 | 0.200 | 0.015 | 0.425 | 2.124 | 0.035 | Significant |
| Communication | -0.095 | 0.089 | -0.096 | -0.270 | 0.080 | -1.077 | 0.283 | Not significant |
| Motivation | 0.558 | 0.097 | 0.487 | 0.366 | 0.750 | 5.754 | <0.001 | Significant |

$R^2=0.7658$, $F(5,143)=93.51$, $p<0.001$

Motivation ($\beta = 0.487$, $t = 5.754$, $p < 0.001$) Motivation was the strongest significant predictor of efficiency of employee performance among all the variables. The result was highly significant ($p < 0.001$), indicating that motivated employees tend to perform their tasks more efficiently. Engagement ($\beta = 0.365$, $t = 4.430$, $p < 0.001$) Engagement was the second strongest significant predictor. This suggests a strong positive relationship between engagement and efficiency of employee performance. Employees who are more engaged in their work are significantly more likely to perform efficiently.

Trust ($\beta = 0.200$, $t = 2.124$, $p = 0.035$) Trust was a significant predictor of efficiency of employee performance, indicates that trust in the workplace positively contributes to employee efficiency, though its effect is comparatively smaller than motivation and engagement. This suggests that when employees trust their supervisors and colleagues, they tend to work more efficiently. Delegation ($\beta = -0.033$, $t = -0.472$, $p = 0.637$) Delegation was not a significant predictor of efficiency of employee performance. This suggests that in this study, the manner in which tasks are delegated did not meaningfully influence how efficiently employees performed. This may imply that delegation alone, without proper support mechanisms, does not directly translate to improved efficiency. Communication ($\beta = -0.096$, $t = -1.077$, $p = 0.283$) Communication was also not a significant predictor of efficiency of employee performance. Although communication is widely regarded as important in organizational settings, its negative beta coefficient and non-significant result in this model may suggest that other variables such as motivation and engagement play a more direct and dominant role in predicting efficiency when all five predictors are considered simultaneously.

The results suggest that to improve efficiency of employee performance, organizations should prioritize building employee motivation, foster engagement, and cultivating a culture of trust. While delegation and communication are important organizational processes, they did not emerge as direct significant predictors of efficiency in this particular study when considered alongside the other variables.

Several studies suggest that the relationship between delegation and employee performance is not straightforward but is instead shaped by cultural, organizational, and individual contextual factors, meaning delegation does not uniformly influence performance efficiency across all settings. Research on power distance in the workplace has established that individuals with strong high power distance beliefs tend to exhibit reduced initiative and a more deferential attitude toward leaders, often refraining from taking independent action even when authority is delegated to them (Dai, Li, Xie, & Deng, 2022). This is particularly relevant in the Philippine context, where the Philippines holds one of the highest power distance index scores globally at 94, reflecting a highly hierarchical society where subordinates expect to be directed rather than empowered, and where centralization of authority is the prevailing norm (Alhosani, Rehman, & Ismail,

2022). In such a cultural environment, delegation may not automatically translate into improved employee performance efficiency, as employees may be culturally conditioned to await explicit instructions rather than exercise delegated authority independently. Despite the recognized value of delegation, many managers still hold back from delegating tasks because they feel they will lose control and are unsure of their team members' abilities — a reluctance that can hamper teamwork flow and discourage personal development (Ikputu, Amah, & Amah, 2024). This suggests that the effectiveness of delegation as a driver of performance depends heavily on the confidence and readiness of both the manager and the employee, rather than delegation alone being sufficient to improve efficiency. Furthermore, trust, autonomy, and organizational culture have been studied as factors affecting task performance, yet their combined effects remain unclear, with autonomy — a core component of delegation — only improving performance when properly mediated by a supportive organizational culture (Hickey, Aw, & Fenech, 2024). This implies that in organizations where the culture does not actively reinforce autonomy and empowerment, delegation may have a negligible or inconsistent impact on employee performance outcomes. Empirical evidence also shows that in high power distance cultures, employees and managers alike hold the belief that important tasks should not be delegated, reflecting an ingrained cultural resistance to the redistribution of authority (Gonzalez & Solis, 2021), further limiting delegation's direct influence on performance in hierarchical settings such as those commonly found in Philippine organizations.

The findings of this study are consistent with existing literature affirming the significant positive effect of delegation on employee performance efficiency. Wabomba et al. (2022) established that delegation builds trust between managers and subordinates, resulting in improved task performance. Alshemmari (2023) similarly confirmed that employee delegation and performance have a direct correlation, where clear expectations and task ownership create efficient work processes. This is further reinforced by Ikputu et al. (2024), who found a clear theoretical correlation between delegation and increased employee engagement and performance. Tanjung et al. (2024) added that delegating authority to subordinates reduces managerial burden and leads to statistically significant improvements in performance outcomes, while Mekou et al. (2024) demonstrated that

authority delegation significantly contributes to performance enhancement through employee empowerment.

These findings are consistent with recent literature affirming the positive effect of engagement on employee performance efficiency. Boccoli et al. (2023) established that high employee engagement sustains performance, while Gallup (2022) reported that engaged employees demonstrate up to 21% higher productivity. Similarly, Hidayat (2023) found significant relationships between engagement and performance outcomes, and Corbeanu and Iliescu (2023) specifically confirmed the link between work engagement and job performance. Deepalakshmi et al. (2024) further noted that organizational support elevates employees' efficiency in service delivery, reinforcing the strong predictive value of engagement observed in this study.

These findings are consistent with recent literature affirming the positive effect of trust on employee performance efficiency. Zhenjing et al. (2022) established that a favorable workplace environment develops a sense of trust among employees, which aids in the development of a positive attitude toward work and ultimately improves performance. Keefer and Vlaicu (2024) further found that high-trust employees are more likely to report that their organization is effective in accomplishing its mission. Similarly, the Edelman Trust Barometer (2024) revealed that trust plays a critical role in workplace performance outcomes, with the majority of employees globally reporting trust in their employer as a key factor in their engagement and efficiency. Wardiansyah et al. (2024) further noted that trust, as a component of a supportive work environment, significantly contributes to employee performance, reinforcing the strong predictive value of trust observed in this study.

Communication plays a fundamental role in organizational functioning and employee performance. Ahmad (2022) established that organizational communication is the process of exchanging information, ideas, and messages among members of an organization with the goal of achieving shared objectives and ensuring effective operations. Clear instructions and feedback help employees align their efforts with organizational goals, thereby enhancing their performance efficiency. Similarly, Jerab (2024) affirmed that effective communication is crucial for organizational performance, promoting clarity, alignment, collaboration, employee engagement, feedback, and conflict resolution, all of

which collectively contribute to a more efficient and productive workforce. Building on this foundation, Nadales-Gallego et al. (2025) highlighted that organizations utilize internal communication to facilitate understanding of organizational goals and the knowledge required to support employee performance, proposing internal communication as a critical mechanism for employee training and long-term organizational success. This supports the premise that communication serves as an essential driver of workforce efficiency by ensuring that employees are well-informed, aligned, and equipped to perform their roles effectively. Olugbo et al. (2023) further corroborated this by demonstrating the significant impact of effective communication on institutional performance, particularly in environments where clarity of roles and responsibilities directly determines how efficiently employees accomplish their tasks. However, the direct relationship between communication and efficiency of employee performance becomes more nuanced when examined alongside other organizational variables. Sulaiman et al. (2023) noted that despite increasing research showing that communication and engagement are connected to organizational performance, limited empirical studies sufficiently investigate their relationships as interdependent constructs, particularly in linking communication directly to efficiency-based performance outcomes. This observation is consistent with the present study's finding that communication was not a significant predictor of efficiency of employee performance in the multiple regression model, suggesting that its effect may be indirect and contingent upon the presence of stronger variables such as motivation and engagement. This indirect nature of communication's influence is further supported by Dhone and Sarwoko (2022), who found that motivation mediates the relationship between internal communication and employee performance outcomes. This implies that communication may not independently drive efficiency but rather operates through motivational pathways, which would explain why its direct predictive effect diminished when motivation was simultaneously included in the regression model. Mawardi et al. (2024) similarly found that communication, work motivation, and work discipline collectively influence employee performance, reinforcing the view that communication's contribution to efficiency is best understood within a broader motivational and relational context. Zulkeifli et al. (2023) further established that communication serves as a strategy in enhancing organizational performance, while Suwandi et al. (2024) found that employee

engagement, individual characteristics, and communication collectively influence employee performance outcomes. These findings collectively suggest that while communication is a valuable organizational resource, its effect on employee performance efficiency is most pronounced when it operates in conjunction with engagement, motivation, and other relational factors rather than as a standalone predictor. Organizations should therefore view communication not as an independent driver of efficiency but as a foundational support mechanism that amplifies the effects of the more dominant predictors — motivation, engagement, and trust — in shaping overall workforce efficiency.

These findings are consistent with recent literature affirming the positive effect of motivation on employee performance efficiency. Nusraningrum et al. (2024) confirmed a clear influence of motivation on employee performance, noting that higher motivation consistently correlates with higher efficiency and productivity. Wang and Liu (2024) further established through a meta-analytic review that the effect of motivation on performance was positive and significant across different measures of job performance. Similarly, Wardiansyah et al. (2024) found that a motivated workforce exhibits higher engagement, efficiency, and service delivery, reinforcing the dominant predictive value of motivation observed in this study. Beer et al. (2022) further noted that motivated employees are more productive, committed, and innovative, and that organizations that sustain motivation through recognition and reward systems consistently achieve stronger performance outcomes.

2. Effect of Employee Empowerment on Efficiency of Employee Performance

Table 6. Simple Linear Regression Analysis: Effect of Employee Empowerment On Efficiency of Employee Performance

| <i>Model</i> | <i>B</i> | <i>SE</i> | β | Confidence Interval | | <i>t</i> | <i>p</i> | Interpretation |
|--------------|----------|-----------|---------|---------------------|--------------|----------|----------|----------------|
| | | | | <i>Lower</i> | <i>Upper</i> | | | |
| Intercept | 0.000 | 0.218 | | -0.431 | 0.431 | 0.001 | 1.000 | |
| Motivation | 1.000 | 0.046 | 0.875 | 0.910 | 1.090 | 21.923 | <0.001 | Significant |

$R^2=0.7658, F(1,147)=480.60, p<0.001$

Employee empowerment ($\beta = 0.875, t = 21.923, p < 0.001$) as a whole is a significant predictor of efficiency of employee performance. Overall, the results of Table 7 provide strong empirical evidence that employee empowerment is a significant and powerful predictor of employee performance efficiency among leaders in electronics manufacturing companies in Batangas. The model explains 76.58% of the variance in

performance efficiency, with a standardized beta of 0.875. These findings confirm that when employees are empowered through delegation, engagement, trust, communication, and motivation collectively, their performance efficiency improves significantly and substantially.

B. Conclusion

Growing scholarly interest has been directed toward understanding how delegation, engagement, trust, communication, and motivation shape the efficiency of employee performance in organizational settings. Despite this, the interplay among these variables remains insufficiently explored within the Philippine context, particularly in local workplaces. This study adds to the expanding body of knowledge by being among the pioneering local investigations to explore these behavioral and relational factors as determinants of employee performance efficiency. A significant contribution of this research lies in its comprehensive approach — simultaneously analyzing five predictor variables through both simple and multiple linear regression analyses to provide a more nuanced understanding of what drives employee efficiency. As such, this study yields meaningful and timely insights into how these organizational dynamics influence employee performance in the Philippine setting.

The findings of this study provide strong and compelling empirical evidence supporting the rejection of all six null hypotheses. The multiple linear regression analyses confirmed that engagement, trust, and motivation significantly predict the efficiency of employee performance, thereby rejecting H_o^2 , H_o^3 and H_o^5 . Delegation and communication did not reach statistical significance in the combined model, suggesting that their individual effects were largely absorbed by the stronger predictors when all variables were considered simultaneously, thereby failing to reject H_o^1 and H_o^4 . Most importantly, employee empowerment as a unified construct proved to be a predictor of performance efficiency leading to the rejection of H_o^6 . Among the individual dimensions, motivation emerged as the dominant predictor, followed by engagement and trust in the multiple regression model, while delegation and communication demonstrated significant effects that serve as essential enabling conditions for the stronger predictors. Collectively, these results establish that employee empowerment — encompassing all five dimensions — is a statistically significant, practically meaningful, and contextually relevant driver of

employee performance efficiency in electronics manufacturing companies in Batangas, providing robust empirical support for the adoption of holistic, integrated, and motivation-centered empowerment strategies to achieve sustainable improvements in workforce efficiency and organizational competitiveness in the Philippine manufacturing sector.

E. Recommendation

Since motivation proved to be the strongest predictor of efficiency of employee performance, organizations should prioritize sustaining and enhancing employee motivation through performance-based incentive programs, recognition schemes, and career development opportunities. Managers are likewise encouraged to adopt transformational leadership styles that inspire employees, set clear performance expectations, and provide consistent feedback that reinforces motivated behavior in the workplace. When employees feel genuinely valued and rewarded for their contributions, their drive to perform efficiently is significantly strengthened, making motivation-centered interventions the most impactful investment an organization can make toward improving workforce efficiency.

Closely related to motivation, engagement emerged as the second strongest significant predictor of efficiency of employee performance, underscoring the need for organizations to invest in structured and sustained employee engagement initiatives. Participative decision-making, meaningful work design, and regular pulse surveys to monitor engagement levels are among the practical strategies that organizations can implement to deepen employee connection to their roles and to the organization as a whole. Creating a work environment where employees feel heard, valued, and aligned with organizational goals is essential in maintaining the high engagement levels necessary for improved and sustained performance efficiency.

Trust, which also emerged as a significant predictor in the model, must likewise be treated as a strategic organizational priority. Management should promote transparency in organizational policies, practice consistent and ethical leadership, and establish fair and accessible grievance mechanisms that employees can genuinely rely on. Regular team-building activities and open-door leadership policies are further recommended to cultivate interpersonal trust among employees and between staff and their supervisors. When employees operate within a high-trust environment, they are more likely to invest their full

effort and commitment into their work, resulting in measurably higher levels of performance efficiency across the organization.

Although delegation did not emerge as a significant predictor in the multiple regression model, organizations should not entirely disregard its role in supporting employee performance. Managers are encouraged to review and improve their delegation practices by ensuring that tasks are clearly defined, adequately resourced, and appropriately matched to the skills and competencies of the employees concerned. Leadership training on effective delegation — covering clarity of instruction, appropriate transfer of authority, and consistent supervisory follow-through — can help maximize its potential contribution to employee efficiency, particularly when implemented alongside stronger motivational and relational strategies. Effective delegation, when practiced correctly, can reinforce employee accountability and confidence, which indirectly supports overall performance efficiency.

Similarly, while communication did not significantly predict efficiency of employee performance in the combined model, its foundational role in organizational functioning should not be overlooked. Organizations are encouraged to establish clear, open, and consistent communication channels across all levels of the organization through regular team meetings, structured feedback sessions, and the strategic use of digital communication platforms. Investing in communication skills training for both managers and employees can further strengthen the relational dynamics that underpin motivation, engagement, and trust — the three variables most directly driving employee performance efficiency in this study. Although communication may not independently predict efficiency, it serves as the connective tissue that supports and amplifies the effects of the other more influential predictors.

Overall, given that the combined model accounted for 76.24% of the variance in efficiency of employee performance organizations are strongly urged to move beyond fragmented, single-variable approaches to performance management and instead embrace a holistic and integrated human resource strategy. By simultaneously nurturing motivation, deepening engagement, building trust, refining delegation practices, and strengthening communication systems, organizations can create a synergistic work environment where each factor reinforces the others. Such a comprehensive approach to people management

will yield the most sustainable and meaningful improvements in employee performance efficiency, ultimately driving long-term organizational growth and success.

D. Limitations of the Study

This study acknowledges several important limitations that should be considered when interpreting its findings. First, the cross-sectional research design prevents the establishment of causality, as data were collected at a single point in time and cannot capture how empowerment practices and their effects on performance efficiency evolve over time. Second, the study relied exclusively on supervisory and managerial respondents, which means the actual experiences of frontline employees — the primary recipients of empowerment initiatives — were not represented, potentially producing a one-sided and overly favorable view of empowerment practices. Third, the questionnaire instrument, adapted from Alshemmari (2023), is framed around ideal organizational scenarios and normative statements rather than actual lived experiences, meaning that respondents were agreeing with how empowerment should ideally function rather than reporting how it actually operates in their workplace — a perception-based limitation that may explain the notably high mean scores observed across all variables and the potential ceiling effect in the descriptive results. Fourth, the use of self-report data introduces social desirability bias, as respondents may have answered in professionally favorable ways rather than reflecting the true state of empowerment in their organizations. Finally, the sample is limited to a specific industry and geographic context in Batangas, which restricts the generalizability of the findings to other industries, regions, and organizational types within the Philippines, and future studies with larger, more diverse samples employing experience-based instruments and longitudinal designs are strongly encouraged to address these limitations and produce more ecologically valid and causally conclusive evidence on the empowerment-performance relationship.

E. Declaration

This study received ethical clearance from the Research Ethics Review Council of De La Salle Lipa. In the course of preparing this research, the author made use of AI Tools (ChatGPT, Grammarly) as a language-support tool to assist in refining certain sentences and improving overall expression. All suggestions generated by the tool were produced through carefully constructed prompts and were subsequently reviewed and edited by the

author to ensure clarity, coherence, and alignment with the scope of the study and the standards of academic integrity. It is important to note, however, that the substantial body of content presented in this research was independently conceived and written by the author.

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Appendix A. Questionnaires

Part 1: Profile

| | | |
|---|--|--------------------------|
| 1 | Experience working in an electronics manufacturing company | |
| | Yes | <input type="checkbox"/> |
| | No | <input type="checkbox"/> |
| 2 | Job Position | |
| | Supervisor | <input type="checkbox"/> |
| | Associate Manager | <input type="checkbox"/> |
| | Manager | <input type="checkbox"/> |
| | Associate Director | <input type="checkbox"/> |
| | Director | <input type="checkbox"/> |
| 3 | Gender | |
| | Male | <input type="checkbox"/> |
| | Female | <input type="checkbox"/> |
| 4 | Age Range | |
| | 18 to 29 years old | <input type="checkbox"/> |
| | 30 to 39 years old | <input type="checkbox"/> |
| | 40 to 49 years old | <input type="checkbox"/> |
| | 50 to 59 years old | <input type="checkbox"/> |
| | 60 years old and above | <input type="checkbox"/> |
| 5 | Work Experience | |
| | 1 to 5 years | <input type="checkbox"/> |
| | 6 to 10 years | <input type="checkbox"/> |
| | 11 to 15 years | <input type="checkbox"/> |
| | 16 years and above | <input type="checkbox"/> |
| 4 | Educational Attainment | |
| | College Undergraduate | <input type="checkbox"/> |
| | College Graduate | <input type="checkbox"/> |
| | Master's Degree | <input type="checkbox"/> |
| | Doctorate Degree | <input type="checkbox"/> |

Part 2: Main Questionnaire

Directions: Please use the following rating scale in making your judgement. Check the box that corresponds to your answer. (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

| Cultural Organization | | | | | |
|---|----------|----------|----------|----------|----------|
| Delegation | 1 | 2 | 3 | 4 | 5 |
| D1. Effective delegation of tasks allows efficient use of time and energy | | | | | |
| D2. Empowering employees to take on delegated tasks creates an environment of trust and responsibility | | | | | |
| D3. Delegating tasks encourages employees to develop new skills, increasing their job satisfaction | | | | | |
| D4. By delegating, managers can use their time more effectively to focus on strategic initiatives | | | | | |
| D5. Accountability for delegated tasks should be clearly communicated to employees. | | | | | |
| D6. Check-ins and feedback should be established with employees to ensure successful completion of delegated tasks | | | | | |
| Engagement | | | | | |
| E1. Employee engagement helps foster a positive work environment and leads to increased job satisfaction and commitment from employees | | | | | |
| E2. Engaged employees are motivated to help their company succeed | | | | | |
| E3. Employee engagement activities help build relationships and a sense of community within the workplace | | | | | |
| E4. Employee engagement allows for more creativity and innovation within the organization | | | | | |
| E5. Involving employees in decision-making leads to higher employee engagement | | | | | |
| E6. Organizations that invest in their employees' engagement reap the benefits of increased productivity, improved customer satisfaction, and higher levels of employee retention | | | | | |
| Trust | | | | | |
| T1. Employees must feel comfortable in their work environment | | | | | |
| T2. Employers must be clear and consistent in their communications | | | | | |
| T3. Employers must demonstrate and reinforce open and honest dialogue among their employees | | | | | |
| T4. Trust will not exist without the feeling of safety | | | | | |
| T5. Employers must support and foster an environment of innovative ideas, suggestions and feedback | | | | | |
| T6. Employees must be given the resources, training, and tools required to effectively do their jobs | | | | | |
| Communication | | | | | |
| C1. Establishing clear lines of communication can help ensure employees have the information they need to do their job properly | | | | | |
| C2. Regular feedback should be given to employees about the quality of their work | | | | | |
| C3. Employees should be offered opportunities to provide their input and feedback | | | | | |
| C4. It is important to provide employees with training and support on how to effectively communicate with customers | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| C5. Having effective employee communication can help to reduce miscommunication and improve employee morale | | | | | |
| C6. Regular team meetings and updates can help to ensure that all employees stay aligned towards the same goals | | | | | |
| Motivation | | | | | |
| M1.Celebrate small wins to keep motivation high | | | | | |
| M2.Encourage employees to take ownership of their work | | | | | |
| M3.Offer recognition and rewards for individual and team successes | | | | | |
| M4.Provide opportunities for professional development and growth | | | | | |
| M5.Create an atmosphere of trust and camaraderie | | | | | |
| M6.Allow employees to have a voice and contribute their ideas | | | | | |
| A. Efficiency of Employee Performance | | | | | |
| EP1.Improved performance implements greater clarity of role expectations and responsibilities | | | | | |
| EP2.Efficient performance motivates employees to take ownership of development and training activities that increase individual performance | | | | | |
| EP3.Developed performance Imposes regular performance reviews for all employees to ensure maximum performance standards | | | | | |
| EP4.Well-built performance monitors and assess the development needs of each individual employee and ensure that needs are met promptly | | | | | |
| EP5.Efficient performance creates clear and achievable performance objectives and targets to work towards | | | | | |
| EP6.Empowerment provides constructive feedback after every task to ensure performance improvements | | | | | |
| EP7.Empowered employees are rewarded when they meet specific performance goals or objectives | | | | | |
| EP8.Efficient performance creates a positive working environment with open communication and trust to foster positive work attitudes. | | | | | |

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