

**INFLUENCE OF EMPOWERMENT PROGRAMS ON EMPLOYEE
PERFORMANCE AMONG THE PUBLIC SECTOR CORPORATIONS:
A CASE OF KENYA PIPELINE CORPORATION**

**BY
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DECLARATION

This project report is my original work and has not been presented for a degree in any other University.

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DEDICATION

This research is in memory of my late mother Ms Audrey Akilimali. It is also dedicated to my family Mr Fredrick Akilimali, Sammy Akilimali, Robinson Akilimali and Steve Akilimali.

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LIST OF ABBREVIATIONS

EPMT	Empowerment
EMPYE	Employee
COMS	Communication Systems
PCNP	Participation Programs
RWDP	Rewards Programs
ETRGP	Employee Training Programs
GM	General Motors
ILO	International Labour Organization
IHRM	Institute of Human Resources Management
KPC	Kenya Pipeline Corporation
MUSCO	Mumias Sugar Company
MINTPT	Ministry of Transport
PRGRMS	Programs

ABSTRACT

The discipline of employee empowerment has gained prominence among key functions of the human resource management functions in the last decade and has undergone tremendous transformation with both negative and positive outcomes. Empowerment programs determine an organization health in terms of success or failure, profitability or loss, growth or stagnation, survival or demise and superior or inferior performance. Where it has been used correctly, it has resulted in growth, competitiveness, profitability, superior performance, effectiveness, commitment, innovation and high levels of positive efforts and identification with the organization goals and objectives. Where applied haphazardly, it has resulted to increased loses, failure, decline, and non-competitiveness and inferior performance. This study sought to examine the influence of empowerment programs on employee performance among public sector corporations in Kenya. The study was conducted at the Kenya Pipeline Corporation (KPC) limited and concentrated at the corporation's headquarters situated in Nairobi. The empowerment programs selected for the study comprised of employee participation programs, employee training and development programs, employee reward programs and employee information and communication programs. The study was guided by the following objectives; to determine how employee participation programs influence workforce performance, to examine how employee training programs influence workforce performance, to establish how employee reward and compensation programs influence workforce performance, and to assess how employee information and communication programs influence workforce performance at KPC. The study adopted descriptive design approach to research. The target population for the study was two hundred and forty nine (249) employees of KPC stationed at the headquarters. The sample size for the study was seventy four (74) employees. Simple random sampling and stratified random sampling techniques were used in sampling its population. Data obtained was from secondary and primary sources. The instruments used in the collection of data comprised of interviews, questionnaires and observation for primary data and scrutiny of existing records for the secondary data. The data obtained was analysed through the application of descriptive statistics tools with the outcomes presented using tables and values indicated in percentages. It was established that KPC mostly uses partial participation program (54.7%) and this had general negative influences on employee performance (49.1%). The partial participation program contributed to decrease in employee performance (52.8%) and it influenced the performance in more dysfunctional ways (71.7%). KPC mostly uses tactical training system that is rigid and periodic in nature (50.9%) and resulted in negative influences on the employees' performance (45.3%). Tactical training used at the KPC contributed to decrease in performance (60%). KPC mostly uses the all financial reward system (52.8%), the reward program had negative influences on the employees' performance (50.9%) and that it contributed to reduced success in employees' performance (50%). KPC mostly uses the closed (one way) communication program (60%) and the program had negative influences on the employees' performance (50.9%). The current empowerment programs being practiced at the Kenya pipeline corporation has had negative influences on employee performance. The Training program had most influences on employee performance, followed by reward, participation with the program of communication having least influences. The study recommends that further research be conducted on the effects of strategy training and development programs on employee productivity among the public corporation in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The discipline of performance appraisal has gained prominence among the key functions of the human resources management function in the last decade. Although considered as of the traditional functions of the human resources management performance appraisal has undergone tremendous transformation with both negative and positive outcomes. Performance appraisal determines an organization health in terms of success or failure, profitability of loss, growth or stagnation, prosperity or decline, survival or demise and superior performance or inferior performance. Where it has been used correctly performance appraisal has resulted in growth, competitiveness, survival, developments, profitability, superior performance and business successes. Specifically it has led to increased quality, effectiveness, commitment, innovation and high levels of positive efforts and identification with the organization goals and objectives. Where it has been applied haphazardly, performance appraisal function has resulted in more dysfunctional circumstances for the organization associated with increased loses, failures, decline, non competitiveness and inferior performance (Torrington, 2008).

Employee empowerment has remained one of the key human resources management function and is closely associated with such practices as rewards systems, employee training and development, employee relations and career development and planning systems. However unlike the other disciplines employee empowerment has gained undue prominence. Employee empowerment is applicable in almost all organization irrespective of the nature and sizes. Both Large and small organizations apply the discipline in the evaluation of their employees performance. Additionally the discipline has been applied in both the private and public sector organizations in equal measures and would be appropriate in the services as well as product based industries and organizations (Boela, 2010).

According to Khumalo (2012) in terms of geographical dimensions employee empowerment has been widely used in almost all regions, continents, and countries. However the application of employee empowerment is highly organized in western

countries and some Asian countries than in Africa. In Africa for instance the application of performance appraisal is more noticed in Kenya, Nigeria and South Africa than in other countries. This could be attributed to the nature of the work and economic systems that look highly organized, formalized, systematic and standardized in outlook.

Song (2011), through a journal from TATA motors plant in New Delhi described empowerment as the associated programs as the most important element in an organization functioning, management and life. The journal asserted that empowerment enables the development of best practices, ethical behaviours and practices, keeping with current and future times and provides room for employee stability, comfort and continuity within the firms. While admitting that empowerment is critical to the employees long terms stay with the organization, he noted that empowerment makes the organization and the employees more flexible, innovative, committed to stakeholder services and the goals and strategies and leads to superior contributions of the employee. The journal provided the list of the employee empowerment programs in a typical organization as involving the provision of financial and non financial rewards on competitive basis, continuous training and development systems and genuine employee involvement programs. The journal concurred that the adoption of more acceptable and modern empowerment programs contributes to affirm growth, competitiveness and survival rate, prosperity and performance antinodes.

Odongo (2012) observes that in Kenya, the concept of employee empowerment has been in use in all sectors of the economy including security, finance, tourism, agriculture and industry among other key areas. He notes that performance appraisal is used in government controlled organizations, private sector organization and among the civil societies. He acknowledges though that employee empowerment is mostly practice effectively in the private sector organisations.

The Kenya pipeline corporation (KPC) is a State Corporation established on 6th September, 1973 under the Companies Act (CAP 486) of the Laws of Kenya and started commercial operations in 1978. The corporation undertakes the transportations

of fuels and gases through the use of pipelines. The corporation falls under the ministry of transport and has its headquarters in Nairobi. The company is divided into core departments including marketing, human resources, administration, technology, and production research and developments, with each department performing specific functions towards the attainments overall objective. The human resource department is associated with among other key function the function of employee empowerment. In the recent periods the company has had complains, grievances, disputes and conflicts arising from its performance appraisal practices. The outcome of the state of affairs in the company has contributed to more costs of operation, low growth and developments and non competitive status in the company (Kihara, 2011).

1.2 Statement of the problem

Over the last three years KPC has been faced with dysfunctional circumstances in its processes, operations and activities. The company has been experiencing and continues to experience high labour turnover, absenteeism rate and costs of operation. The productivity, profitability and quality levels among the employees has been all but low and negative with corresponding cases of low efforts, creativity and innovation (Kaman, 2012). According to Kamau (2009) the circumstances among the operation at KPC has manifested itself in more serious situations associated with low growth and development among its customers, sales volume, sales revenue, inability to compete among the other transport companies, low survival rates, and constant decline in its activities and operation. The profitability levels have equally been low making the company unable to register any meaningful strategic initiatives and undertaken the goals achievements. For instance, over the last four years, KPC has not undertaken any investments and expansion plans and operation, creating the impression of lack of focus and development.

Khan (2013), through a study conducted at the Kenya port authority to determine the factors affecting the performance, growth and productivity among the public corporations in Kenya stated that the performance levels among the majority of the public corporations have continued to register low quality services to the respective populations and stakeholders. The study findings further revealed that compared to their private sector counter parts public sector corporation continued to lag behind in

far innovative and change programs and have not been attractive destination to investors and potential employees thus having the worst image around the globe. Komen (2012) through another study conducted at Moi University to establish the reasons for the persistence low ratings of the public sector organization in Kenya found that many public sector corporation have of late been having cases of low production, negative productivity, low innovation rates and general decreased commitments among the employees and the public. While concentrating heavily on the Rift Valley Railways Corporation and the Kenya Pipeline Company as the study cases, the study findings reveal that these two corporations have been losing customers and stakeholders at very high rates, coupled with increased costs of production and operations, rendering them unable to compete effectively in the market.

The Problems of dysfunctional and negative performance characteristics as, lack of investments, growth, developments and low competitive rates and survival initiatives could be attributed to a number of factors including, the organization structure, human resources management systems, communication and decision making initiatives and employee empowerment programs. Among these factors the factors of human resources management systems has been found to have had the greatest effect. The performance appraisal system in the company has been all formal, rigid and superior directed without any room for employee participation. This has resulted in increased dissatisfaction and conflicts among other important variables. (The Kenya Pipeline Company's Performance Assessment Report March, 2013). It is against the above background that this study sought to examine influence of empowerment programs on employee performance at the Kenya pipeline company limited being a public sector corporation.

1.3 Purpose of the study

The purpose of this study was to examine the effects of empowerment programs on employee performance among public sector corporations in Kenya.

1.4 Objectives of the study

The study was based on the following objectives

- i. To determine how employee participation programs influence workforce performance at the Kenya Pipeline Corporation.
- ii. To examine how employee training programs influence workforce performance at the Kenya Pipeline Corporation.
- iii. To establish how employee rewards programs influence workforce performance at the Kenya Pipeline Corporation.
- iv. To assess how employee communication programs influence workforce performance at the Kenya Pipeline Corporation.

1.5 Research Questions

The study was supported by the following research questions:

- i. How do employee participation programs influence workforce performance at the Kenya Pipeline Corporation?
- ii. In which ways does employee training programs influence workforce performance at the Kenya Pipeline Corporation?
- iii. What is the influence of employee reward programs on workforce performance at the Kenya Pipeline Corporation?
- iv. Do employee communication programs influence workforce performance at the Kenya Pipeline Corporation?

1.6 Significance of the Study

This study would be of great value to both the public and private sector organizations. The government of Kenya would use the study outcomes as yardsticks to effect improvements among parastatals and other public corporations. The private manufacturing organization or companies could also use the study to develop policies rules and procedures governing their best practices in the management of employees and other resources. The United Nations and affiliated bodies would use the study to strengthen their operation among nations all over the world. The study contains an up to date view of the best practices in the employee motivation, leadership, rewards, communication and change and conflict management. In this respect the study would serve both the public and private entities in equal measures. For universities, schools

and colleges the information generated by the study would be used as lecture notes, reading materials and references. The study would also form blue prints for the conduct of future research more so among the studies undertaking social sciences and related disciplines. The research and consultancy firms would also benefit from the study such that it may act as guide to conduct a scientific and objective research. Additionally the information generated from the study would be used by consultants in the fields of human resources, organizational development and change as well as conflict resolution to provide their clients with the information and related services of their needs.

1.7 Delimitation of the study

The targeted population of study was limited to respondents from KPC, with all of them from the headquarters in Nairobi and situated in a common location. The target respondents was seventy four (74) employees, who will include two (2) executives, five (5) managerial staff, seventeen (17) supervisory staff and fifty (50) technical staff who work at the company headquarters. The researcher was at the disposal of research tools and equipment such as computers, communication equipments and stationery. This aided in the data collection, analysis and presentation of the findings. Additionally the researcher had thorough knowledge of the geographical area under which the study was conducted. This reduced the financial, social and psychological costs involved in the conduct of the research thereby resulting in much success in terms of data input, relevance and correctness thus resulting in high credibility in the study outcomes.

1.8 Limitations of the study

The executive sampled to be interviewed was very busy on several occasions forcing the researcher to reschedule the interview hence extending the data collection period. Other staff given the questionnaires were not available during the entire period the questionnaires were to completed and collected. The researcher had to distribute more questionnaires so as to obtain the required data.

1.9 Assumptions of the study

In conducting the study, various assumptions were made in respect to the activities, processes, and expected outcomes. It was assumed that KPC is an adequate representation of public sector corporations in Kenya. The population and the sample selected for the study was a correct representation of respondents whereby correct and relevant data was collected. It was assumed that the time period of three months earmarked for the study would be adequate to enable the undertaking of all the activities to completion of the study. The budgeted cost for the study was assumed to be adequate to complete all the activities, process and operations towards research, data collection and report compilation of the study. Finally it was assumed that the method to be used for the collection and analysis of data would result in the most favourable, reliable and valid outcomes for the study.

1.10 Definition of significant terms

Communication programs: Programs designed for sharing of ideas, opinions, understanding data and information among the general staff be it employee and management, employee to employee or management to other stakeholders. The programs may include; open two way programs, closed one way program and all round program.

Employee Empowerment: Systems, practices, activities and programs designed to improve an employees' position status and conditions at the work place and will include such programs as training and development, rewards system, communication and information sharing and employee involvement.

Employee Participation: Involvement of employees in key organizational process such as decision making, planning, and organization and control systems.

Empowerment Programs: Activities and operations designed by organization to enhance and increase the capacity, competency and capability levels of workforce (employee) and other resources in both quantitative and qualitative aspects.

- Employee Performance:** The attributes of an employee's contribution and outcomes towards the organization denoted in both qualitative and quantitative measures and includes such variables as productivity, quality, commitments, loyalty innovation creativity, profitability, costs and time management.
- Participation programs:** Programs which describe the depth of employee contribution and involvement of employees in key organizational process such as decision making, planning, and organization and control systems
- Public Sector Corporations:** Organizations or institutions run, coordinated and managed by the government and related agencies and includes ministries, companies, corporations and parastatals.
- Reward programs:** Programs aimed at compensating employee for their mental and physical efforts towards their contribution and actions towards achieving the goals and objectives of an organization. This may be in terms of; financial elements, non financial Elements and both financial and non financial elements.
- Training programs:** Programs designed to equip the employees and other stakeholders with the necessary skills knowledge, abilities and competencies to help them undertaken their duties and responsibilities effectively.

1.11 Organization of the study

This report comprise of five chapters. Chapter one covers the introduction to the study and comprises of the background of the study, statement of the problems that the study addresses, purpose of the study, the objectives of the study, the research question and the significance of the study. The chapter also contains delimitation and limitations of the study, assumptions of the study and concludes with significant terms used in the study. Chapter two addresses the review of the existing published and unpublished literature on the disciplines of employee empowerment in relations to

organizations and employee performance. The chapter has an introduction to the literature review, followed by the review of empowerment of employees through participation programs, training programs, reward systems and communication systems. The theoretical and conceptual framework of the study variables were drawn followed by the summary of literature review. Chapter three covers the research methodology and comprises of the introduction, research design, targeted population, sample size and sampling procedure, the methods of collecting and analysis of data as well as verifying validity and reliability. The fourth chapter contains data analysis methods and presentation of the outcomes. Chapter five then that provides the summary of research findings, conclusion from the study findings, recommendation from the research conclusions and further research studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines the present and past views, opinions and versions of scholars, and experts on the discipline of employee empowerment and associated programs, in relation to employee performance. The chapter contains theoretical and empirical literature review on the key programs of employee participation programs, training and development, reward and communication systems. It then summarises the literature as reviewed and ends with the development of the conceptual framework from the study variables.

2.2 Workforce Performance

In the views of Koontz (2010), the success of any organization depends on its performance levels and the ability to have and maintain and improve in its performance levels. He stated that an organization's performance is of great significance since it determines the survival or demise, prosperity or non prosperity, expansion or decline and the rate of investments. He described performance as the aggregate measure of the outcome or output of an organization activities and contribution towards its stakeholders and goes ahead to provide the indicators of the attributes of performance measurements. He provided the indicators as productivity, quality Innovation, profitability, creativity, commitment, loyalty, decision making, participation, effectiveness, efficiency and effort as the measures of performance in any organization. He agreed that good performance is an aid to high growth, developments investments and expansion.

McShane (2009) contends that performance is very important in an organization set up. He stated that performance has three main levels of measurements including high performance, moderate performance and low performance levels. He declared that whatever the level the known indicators for performance measurements include, flexibility, innovation, productivity, quality, customer relationships, effectiveness, commitment loyalty among other measures. He stated that high performance is associated with such measures as high productivity, flexibility innovation, creativity, quality among other positive performance attributes. He concluded that a company's

well being and image is contingent on its performance and goes ahead to claim that companies having good image have superior performance attributes. Such companies always exhibit high flexibility, quality, productivity, profitability, innovation, creativity, commitment towards their stakeholders and high levels of loyalty. He concurred that those companies with negative image have such performance attributes associated with poor relations, low innovation and creativity, low productivity, profitability and effectiveness and poor competitive strengths.

Kioko (2006), through a journal from IHRM, stated that employee performance is affected by several factors, such as the organization program on employee empowerments, the type of culture adopted towards the stakeholders, the organization improvements patterns and the rewards systems. The journal noted that those organizations with strong employee empowerment programs, highly customer focuses, operate on quality culture and on continuous improvement prospects and have variable reward systems which take into consideration the employee demands, register better performance attributes and very able to sustain their performances levels over a long period of time. Conversely, the journal asserted that those organizations operating on the traditional reward mentalities associated with lack of employee involvements, non comprehensive, and individually based are likely to register poor performance attributes thereby being unable to sustain their performance levels that further results in low investments, growth, developments, competitiveness, and expansion rates.

2.3 Employee Empowerment and Programs

According to Farrington (2011), modern organizations are built on their significance and criticalness of the empowerment programs. He noted that most progressive firms and organization base their priorities and strategies on the principles and precepts of employee empowerment and the development of programs resonating with the empowerment. He described employee empowerment as the processes, programs strategies and activities designed to increase the worth of the employee in the social, psychological and economic health in the organization and the society. He provided the programs used to elevate the employee levels as comprising of the employee rewards, training and development programs and opportunities, employee

involvements and participation programs. He noted that when such programs are conducted rightly with due regards to the organizational and environmental requirements empowerment programs contributes to high employee contributions, competencies, capacities and capacities in both the work and the social life.

Graham (2012), contended that the effectiveness in performance and other managerial obligation of an organization operations and processes is contingent on the on the trend of employee empowerment programs. He accordingly reasoned that those organizations with comprehensive employee empowerment programs do record high levels of success in performance, planning, coordination and control function than those organizations without such programs. Empowerment increases an employee capacity and competency levels, innovation and commitments attributes and is associated with superior relationships, decision making and increased efforts and identification with the organization. He concluded that most empowerment programs make the employee develop high morale motivation and loyalty towards the firms' goals and objectives. According to him such programs that work to promote employee standings in the organization include the compensation, relationships, and the development and capacity building initiatives.

Komen (2013), through at study conducted at Moi university on the role of employee empowerment on organizational performance among the public universities in Kenya provided that the development of enterprising empowerment programs enables the attainment of high growth, prosperity, competitiveness, earning and revenue and better service deliveries that climax at the best customer satisfaction. The study described the program as comprising of the employee developments, inclusion and participation, compensation and rewards and communication systems and ideologies. He acknowledged that the development of effective empowerment programs remain a dream for many organizations due to enormous resources, time and training required in implementing and controlling them. The findings from the study proposed that all organization both in the service and product provision be involved in constants employee empowerment if they have to record impressive performance, limit negative publicity and consideration by the stakeholders and compete effectively in the business environment.

Song (2011), described empowerment as the associated programs as the most important element in an organization functioning, management and life. The journal asserted that empowerment enables the development of best practices, ethical behaviours and practices, keeping with current and future times and provides room for employee stability, comfort and continuity within the firms. While admitting that empowerment is critical to the employees long terms stay with the organization, he noted that empowerment makes the organization and the employees more flexible, innovative, committed to stakeholder services and the goals and strategies and leads to superior contributions of the employee. The journal provided the list of the employee empowerment programs in a typical organization as involving the provision of financial and non financial rewards on competitive basis, continuous training and development systems and genuine employee involvement programs. The journal concurred that the adoption of more acceptable and modern empowerment programs contributes to affirm growth, competitiveness and survival rate, prosperity and performance antinodes.

2.3.1 Participation programs and Employee Performance

There has been debate among the scholars and management experts, more those scholars and expert from African, the Caribbean and the Asian continents on the effects of employee participation programs on employee performance. Majority of these scholars and management experts have been of the view that despites its success in the western countries and the grater American and some few selected countries in Asia more so Japan and Singapore, participation programs have recorded less success in Africa and the Caribbean. Where it has been used successfully employee participation program have resulted in increased commitments, personal developments, motivation and team working practices. However when applied haphazardly, employee motivation programs have been responsible for high levels of conflicts, complaints, sabotage and decreased efforts, output productivity and morale (Ojukwu, 2010). Kirkland (2009), explained that employee participation programs exists in the full and total involvements as in such practices as management by objectives, quality circles, autonomous work groups and group decision making

process, or partial involvements as in employee delegation, task force assignments and suggestion schemes.

According to Mondy (2008), total involvement programs with their extreme characteristic of autonomy, independence, respect for individual rights and views and recognition of talents have been the hallmarks for greater productivity, quality, flexibility, commitments, innovation and customer focus by the employees. He asserted that the partial programs though very cheap and easy to administer have not provided very successful and popular with many forms, such programs like delegation still takes the responsibility and the accountability concepts of the work away from the employees and limits the decision making, performance and planning abilities. Farington (2012), observed that the total employee involvement programs need more resources to institute implementation and may lack proper control standards, factors, he notes that are essential in the employee performance attributes. He advocated for the adoption of the partial programs, arguing that small and medium organizations may not have the resources and the luxury to institute such programs based on total freedom autonomy and independence.

McKinney (2013), through a study conducted at the General Motors in New Jersey on the relevance of employee participation programs on the employee and organizational quality and customer management programs produced mixed results. The findings of the study explained that the use of total involvements and participation programs have been very successful with higher level cadre employees as supervisors, managers and executives but less popular with the lower cadre employees as technical workers and operatives. The findings from the study further noted that many organizations in the third world countries prefer the partial programs and would be comfortable using the concepts associated with delegation, suggestion schemes and special assignment groups. While noting of the high rate of application of the total involvements systems, study portends that such programs remain beyond the reach of the normal organization in terms of costs and logistics.

Khumalo (2013), through a similar study conducted at the VODAPHONE in Pretoria asserted that total involvements and participation programs have been the best

practices among big and established firms but hastily adds that its implementation and control remains a nightmare for the same organization. Operating an organization through an open and total employee involvements and participative programs provides room for unnecessary tension, role conflict and role ambiguity and may be the sources of stress and poor relations. This has dangerous and dysfunctional consequences. The study asserted that in many public sector organizations with bureaucratic structures the partial involvements programs through the application of delegation and suggestion schemes have been the major practices. The study however agreed that in those organization where the total participation programs has been in use, more positive developments associated with increased innovation, creativity, quality, commitments and positive identification with the organization have been realized.

According to Kihara (2013), the popularity of the participation despite its effects on performance among the western and japans companies can be attributed to the organizational health, climate, structure and technological developments. Whereas partial programs especially delegation and suggestion schemes remain less expensive, they may not be appealing to the employees and the other stakeholders. Thus he declared that the current trend in many organizations both in private and public sector is to undertake the total programs associated with quality circles, team working arrangements, and group decision making process which has been found to inculcate positive developments and learning opportunities for the employees and the organization. He asserted that although that total participation systems look expensive logistic laden and demands in terms of resources and managerial time they portend a superior operations system for any organization.

2.3.2 Training and Development programs and Employee Performance

Effective training and development contributes to employees' productivity, quality, effectiveness, commitments, innovation and the readiness and ability to undertake the change and development processes. Additionally training improves the level of decision making, planning, control and organizational skills abilities competencies and capacities with the result being a competitive edge for an organization with increased prospects of organizational survival, growth, prosperity. When considered

strategic with long terms orientation, and continuous in forms, adequate but equally comprehensive programs that are flexible but participative in characters training results in positive functional and favourable performance among the employees. Conversely when adjudged to be short terms and non strategic , less adequate, non comprehensive, rigid and periodic training results in more dysfunctional circumstances for an organization associated with decreased motivation, interests, commitments and increased conflicts, negative attitude and personality, stress and perception about the organization programs (Boela, 2011).

Torrington (2012), observed that a more strategic, continuous and flexible training and development systems when offered in an organization contributes to more positive influences on employees performance, with increased cases of better and long term relationships, communication, and decision making and participation in the affairs of the company. He stated that developing a more comprehensive training and development program with a flexible pedigree may be challenging to small and medium organization as well as the public bodies in terms of resources expended, reorganization and leadership programs and abilities.

In the views of Koontz (2012), a strategic training system with its hallmarks on extreme flexibility and continuity provides ground for positive performance benchmarks. Strategic system of training and development which further allows for stakeholder participation and that is customer focused enables the acquisition of the relevant skills, abilities, and competencies for today and the future and would be ideal for the development efforts of any organization. Majority of public sector organization today still prefer the tactical training approach with its features of short terms dimensions, rigid programs and periodic undertakings and non involvements of the training participants in the development of the programs and the systems. Dessler (2005), admitted that despite the neglect of the tactical training and development approach it portends positive developments in some cases with low costs, regularity, and adequacy of resources and environments, while admitting of the superiority of the strategic training and development system in terms of the competencies, skills and knowledge acquisition and developments, Dessler declared that such system prove too expensive, time consuming and prone to conflicts. He advocates for the adoption of

an integrated training and development programs taking into account the financial and other resources constraints posed by training and development programs.

Okechuku (2013), through a study conducted at the shell company at the Niger delta, Nigeria on the effects of training and development programs among the employees in the oil sector, concurred that the strategic training systems, that is continuous, flexible and long terms but customer based in focus provides more benefits than the tactical, rigid and short term but less customer focus systems. Strategic training system provides long terms and sustainable benefits in terms of production, productivity, competitiveness, quality and service provisions. Such systems ensure high and long terms commitments, loyalty, positive comments and identification with the organization. The study findings however revealed that the tactical training and development structures and programs are less expensive, require fewer resources and may be organizational specific. Thus the study concluded that despites the presence of the strategic training and development efforts and its associated benefits, it may not be the solution to all organizational problems and needs to be redesigned. The study recommended for the adoption of the dual approach of both the tactical and strategic system in the training and development noting that this will take care of the organizational long terms and short term needs in equal measure.

Gore (2012), through a journal from the general electric Chicago plant advocates for the adoption of the integrative training and development system through the amalgamation of the tactical and strategic programs as means of empowerments. Noting that by its very nature, strategic programs of training provides high level of skills, abilities, competencies and capacities but remains fundamentally expensive, while the tactical training system only provide short terms, the adoption of the integrative training and development system would provide for the good application of resources. He concluded that this organization that provide high levels of training with a more strategic focus tend to be more successful in their performance programs but remains highly vulnerable to budgetary constraints and that the provision of training and development with tactical orientation results in less expenses and highly deficits skill and knowledge developments.

A more developed empowerment programs requires high levels of flexibility, adequate resources, organizational top management commitments, sustained and continuous efforts and strategic thinking. A training and development program designed along the strategic dimensions would provide high levels of cooperation, collaboration, and increased learning ability. Such system profoundly remains beyond the reach of many organizations due to time resources and financial and managerial capabilities, (Kacmar, 2011). She observed that an integrative training and development system although takes into consideration of the firms resources utilization and managerial capabilities and capacity would cause confusion and may result in poor training and development outcomes. Further, the tactical training and development system remains highly inappropriate in today's competitive environments despite its capabilities associated with the costs.

2.3.3 Reward programs and Employee Performance

The rewards strategy adopted by an organization has fundamental effect on its performance in general and that of the employees in particular. Rewards system determines the degree of organizations and employees competitiveness, profitability, quality, innovation and flexibility in programs and process developments. When considered effective rewards system results in positive and functional performance associated with increased profitability, productivity, innovation and creativity as well as loyalty. However when considered non effective, rewards strategies contributes to increased conflicts, complaint, absenteeism, turnover and low attraction and retention rates among the employees. Employee tardiness and wastes increase as well as the inability to obey the organization rules policies and procedures (Cole, 2010).

Robbins (2008), observed that Rewards exists in financial, non financial and both financial and non financial in dimension and notes that effective reward system should be adequate, comprehensive, dynamic and flexible and competitive in approach so as to generate the kind of performance considered desirable. He states that with inadequate, non comprehensive and non competitive and flexible rewards employees do feel frustrated, less motivated, stressed and dejected with the dysfunctional consequence on performance related to lost output and work steam, ethics, efforts and militancy behaviour. He asserted that those organization with

integrated rewards system comprising of both financial and non financial denominators and that have the pedigree of comprehensiveness, adequacy, flexibility and competitiveness do register impressive performance results.

Mayanja (2011), through a study conducted at the Kampala International University, on the effects of reward system on employee performance among the public and private universities noted that adopting an all financial or non financial approach to rewarding employees produces negative effects on the performance of the employees. While noting that adopting an all financial approach would address the economic concerns of the employees, the study finding stress that this strategy would leave out the psychological dimension or behavioural perspectives of the employees thus making them less productive, leveraged and highly vulnerable. The findings of the study further revealed that adopting an all non financial approach to rewards in the forms of employee participation through quality circles, suggestion schemes and other involvement programs would be counterproductive unless supported by adequate and comprehensive and competitive economic rewards. The study recommended the adoption of the integrated open and competitive and comprehensive reward system with both the financial and non financial elements in the elevation of the performance attributes of an organization. Those universities and colleges that have adopted the strategy of integrated reward system have recorded positive and improved performance attributes among the employees, despite the many challenges and associated with its developments. Integrated rewards system needs the services of specialists, technological needs technical equipments, organizational cultural shift and strong foundation for organizational design and redesign, factors that are not easy to achieve for many organizations.

Zuma (2012), through similar study conducted at the Kenya port authority, on the effects of financial reward on employee productivity concur that adopting an integrated reward system with both financial and non financial elements contributes to more impressive in the form of increased productivity, production and quality than the financial indicators used alone. He declared that when used simultaneously the non financial and financial Reward System produce a climate of certainty, positivism stress free organization with corresponding increases in attendance, positive customer

service and getting involved in the programs of the organization. The study however agreed that operating a dual reward system with both financial and non financial elements simultaneously is not only cumbersome but highly expensive and time consuming.

Khan (2011), in an International Labour Organization (ILO) journal asserted that the reward strategy an organization adopts in the rewarding or compensating its employees have great determination on their performance. He noted that employees demand adequate financial rewards to address their constant economic requirements while at the sometime seeking for non financial rewards to cushion them from the problems of stress anguish and low morale in the work place. The journal decreed the notion that many public and non profit organizations have concentrated on all financial approach to the rewarding of their employees, admitting that this may be the source of distress, deaths, suicides cases, low productivity, more strikes and non effectiveness and low quality among the employees in the public service organization. Borrowing heavily from the Douglas Macgregor theory of motivation the journal advocated for more application of non financial rewards other than the financial ones for higher cadre employee.

2.3.4 Communication programs and Employee Performance

One of the key programs influencing employee performance specifically and generally constitutes the communication systems. When effective and open in nature communication contributes to increased understanding knowledge and awareness of the responsibilities and duties required of the employees. Effective communication also increases employees' interest, anxiety and curiosity towards the organizations activities operation and programs. Conversely when considered non effective communication contributes to increased conflicts, stress and negative reaction among the employees towards their superiors and organizational programs, goals and objectives. Communication can be open or closed in nature or may assume both an open and closed dimensions. Additionally the communication system may be one ways or two ways in approach denoting the relationships it creates between the organizational employees and the outside stakeholders. Depending on the approach an open two way communication seems more effective as an influence on employee

performance than the closed one way communication. However the open all round communication, that allows for participation from the organizational stakeholders seems highly effective than both the open two way and closed one way approaches (Torrington 2012).

Omar (2012), through a study conducted at The Unilever Manufacturing Company on the influences of communication system on employee performance in the manufacturing sector revealed that communications systems has a high influence on employee performance. The study findings further revealed that an all round communication systems that is participatory in approach is more effective in influencing employee performance and contributes to positive indicators as increased commitments, loyalty, innovations, creativity, quality, motivation and reduced complaints, stress, grievances and conflicts. The all round communication systems increases employee knowledge, skills and abilities and created greater understanding of the processes in an organization. While suggesting that an open two way communication is fundamentally very valuable in the influencing employee performance, the study findings note with concern the widespread application of closed one way communication systems among public sector organization. This system of communication limits employees interaction, knowledge development and acquisition and results in poor relationship patterns in the process resulting in poor quality, high stress companies and grievances, absenteeism, and turnover rates. The study however concur that the development of an integrated communication systems and the all round system is an expansive affair requiring services of experts and may expose the organization to errors in environments and other organizations dysfunctions systems.

Nasirembe (2012), through a study conducted at Mumias Sugar Company (MSC) on the role of the communication systems on employee development and performance among organization in the sugar sector in Kenya noted that the system of communication adopted by an organization has an overall direction on the performance of the employees and other stakeholders. The study particularly considers the application of the closed one way communication system, the integrated system and the open all round systems. The findings from the study contended that

those organization with an open all round and those operating on an integrated approaches do register better and positive results in the forms of competitiveness, growth, performance and profitability with corresponding functional developments in employee turnover, absenteeism, quality, commitments and innovation and change management approaches. On the contrary the study revealed that those organization operating in all closed communication systems and which lack effective information flow and effective and continuous feedback systems do register high loses, low, costs of operations, conflicts rates, productivity and low stakeholder satisfaction, employee retention and attraction rates and poor public image. These organizations have been experiencing great difficulties in the services and goods provisions with the results being low volumes and sales turnover, high complaints and low satisfaction.

Kamau (2010), through a journal from the Kenya Institute of Purchasing and Supplies Management (KISM) contended that communication has great effects on employee performance in an organization. He declared that communication determines the success or failure, effectiveness or non effectiveness, survival or demise as well as the competitiveness or non competitiveness of both the employee and the organization. He stated that an open communication system that allows fully the concepts of information sharing provides positive indicators for employee performance than does the closed communication system or the two way communication systems. He concurred that those organization that have been operating on an open or integrated communication system have been registering impressive and superior performance than those that to operate on the closed systems. The development of an open all round communication system hover remains a nightmare for many organization especially the more bureaucratic and medium or small scale. Whereas the open and all round communication preset great challenges in the forms of resources, human capital and logistical issues they have proved superior and very suitable for all organization.

According to McShane (2011), the current employees need clear information, constant knowledge developments and transfers and greater understanding of the organization so as to be productive, committed, flexible, loyal and innovative and be ready to undertake the changes required by the organization. These he suggested can only be achieved through effective communication an information sharing systems.

He further notes that Effective all round communication as opposed to the closed on away communications enables effective planning, organizing, control and has great bearing on human motivation. The integrated communication system with both the open and closed elements contributes to increased confusion but also contributes more towards positive developments than does the closed on way communication.

2.4 Theoretical Framework

This study adopted the Fourfold model of management system of Likert (2008). The theme of the model suggests that an organization is more likely to harness its staffing resources effectively if there is a participative style of management. On the basis of a questionnaire to managers in over 200 organizations and research into the performance characteristics of different types of organizations, Likert identifies fourfold model of management system as; systems 1 Exploitative authoritative, system 2 benevolent authoritative, system 3 consultative and system 4 participative group and key philosophies governing each system.

The philosophy behind Systems 1 (Exploitative authoritative) is that decisions are imposed on subordinates, motivation is based on threats, there is little teamwork and communication and responsibility is centred at the top of the organizational hierarchy. The philosophy behind system 2 management (benevolent authoritative) management is that there is condescending form of leadership, motivation is based on a system of reward, there is limited teamwork or communication and there is responsibility among the managerial levels but not at lower levels of the organizational hierarchy. System 3 management (consultative) provides that leadership involves some trust in subordinates, motivation is based on rewards but also some involvement, there is fair degree of teamwork, communication takes place vertically and horizontally, responsibility for achieving the goals of the organization is spread more widely throughout the hierarchy. System 4 management (participative) provides that leadership involves trust and confidence in subordinates, motivation is based on rewards for achieving agreed goals, there is participation and high degree of teamwork and communication and responsibility for achieving the goals of the organization is widespread throughout all levels of the organization.

The model declared that the nearer the behavioural characteristics of an organization approach to system 4 the more likely they will lead to long term improvement in staff turnover and high productivity, low scrap, low costs and high earnings. Likert sets out three fundamental concepts of system 4 management. These are the use of the principle of supportive relationships among the members of the organization and in particular between superiors and subordinates; group decision-making, methods of organization, and supervision; and high performance aspirations. The model notes that supportive relationships are intended to enhance self esteem and ego building attribute to the subordinate sense of personal worth and importance and maintaining a sense of significance and dignity. Likert proposes that the superiors behaviour is regarded as supportive when this entails; mutual confidence and trusts, help to maintain good income, understanding work problems and help in doing work, genuine interests in personal problems, helping with training to assist promotion, sharing information, seeking opinion about work problems, being friendly and approachable and giving credit and recognition where due.

In considering, high performance aspiration Likert model referred to the studies that suggest that employees generally want stable employment and job security, opportunity for promotion, satisfactory compensation and feel proud of the organization and its performance and accomplishments. The model suggests that the performance goals should not be imposed on the subordinates but set by a participative mechanism involving group decision making and multiple group overlapping structure. The model further advocates that the mechanism should enable the employee to be involved in setting high performance goals, which help satisfy their own needs.

The model concluded that application of system 4 management in an organizational set up with its key philosophies of principle of supportive relationships, group decision making in a multiple overlapping group structure, high performance aspirations is associated with such scenarios as favourable attitude towards superiors, high confidence and trust, high reciprocal influence, excellent communication, high peer group loyalty and high peer performance goals at all levels.

2.5 Conceptual framework

A conceptual framework is a written or visual presentation that explains either graphically, or in narrative form, the main variables to be studied. It indicates the key factors, concepts or variables and the presumed relationship among them (Miles and Huberman, 1994). It refers to when the researcher conceptualizes the relationship between variables in the study and shows the relationship graphically or diagrammatically. The conceptual framework in Figure 2.1 shows the way in which employee performance (dependent variable) is affected by predictor variables such as employee participation programs, training and development programs, reward systems and communication systems. The figure also shows other variables which may affect the relationship between the independent variables and dependent variables including competition, government regulations, technological innovation and global scenarios (extraneous variables). It also shows intervening variables which may also affect the link between dependent and independent variables.

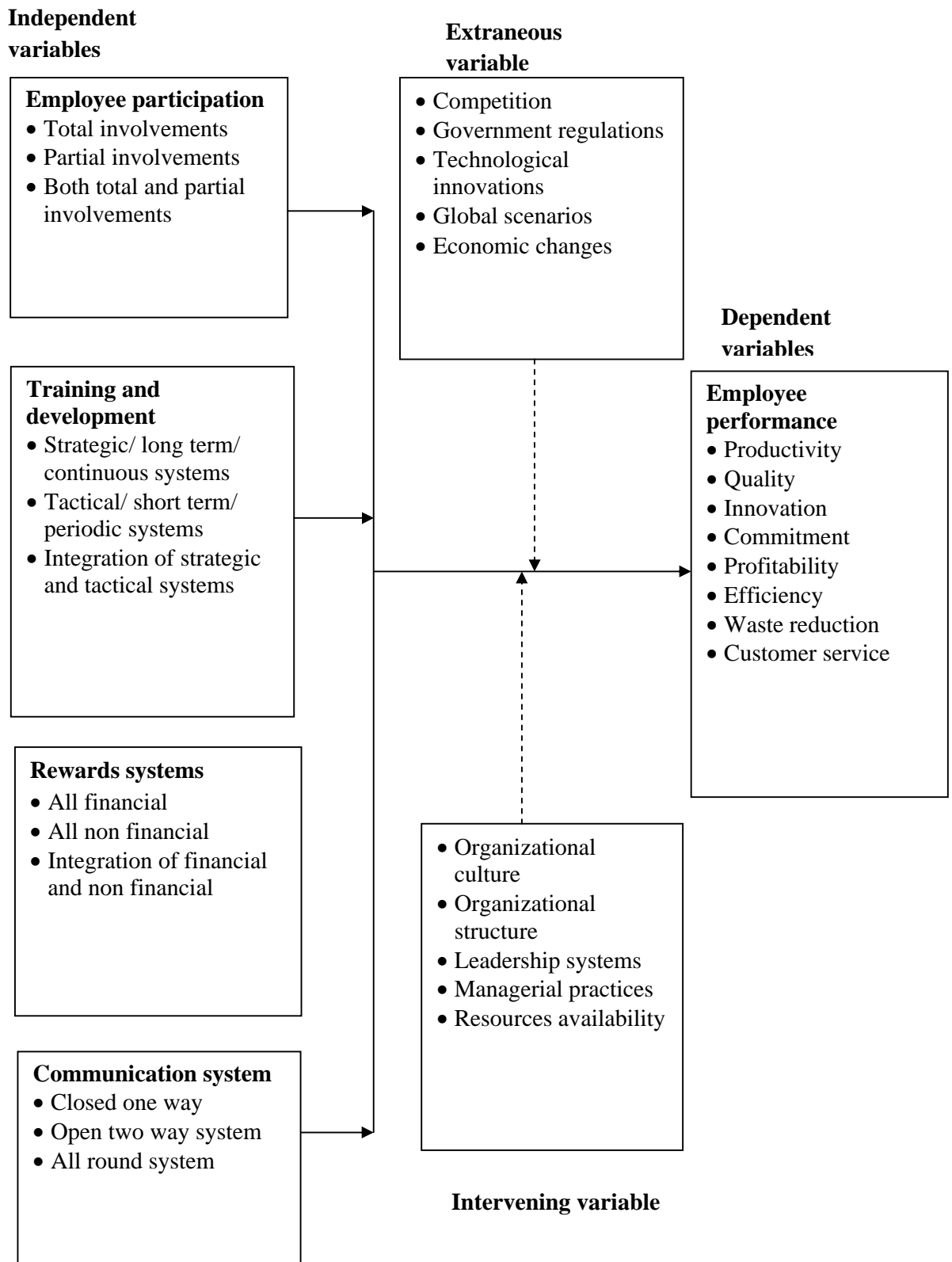


Figure 1: Conceptual framework

2.6 Study Gaps

This study sought to establish the influences of the empowerment programs on employee performance among the public sector organization in Kenya. Although the study was about organizations in Kenya, empowerment programs are practiced all over the world with Kenya being only a segment of the larger global society. Empowerment depends on leadership structure, culture and technology that differs from country to country and is highly practiced in the private than the public sector organization. From the literature under review various issues and gaps emerged that the study seeks to be address.

Most of the empowerment programs have been undertaken in the private sector and not the public sector or non-profit sector organizations. Employee empowerment and associated concepts is therefore more applicable in the private than the public sector organization according to the minority of the publication or scholars visits. The study sought to address the gap that exists in the application of empowerment programs among the public sector organization. The measurement of performance among many organizations takes the form of quantitative/objective approaches other than the qualitative/subjective. A gap exists between the current practices requiring the application of both quantitative and qualitative (integrative) approaches and the application of only either qualitative or quantitative measures.

The current situation calls for the adoption of the total involvement systems among the employees as a form of empowerment while the practice among majority of organization is for the application of the partial involvement systems. The study sought to address the disparity between the application of total and partial involvement as a form of employee empowerment.

Among many small and medium sized organization the trend is for the adoption of the tactical, one time short term and rigid training and development programs. In large and established firms the trend is the adoption of the strategic, long term, flexible and continuous training programs. There exists a disparity in the training programs among large and medium organization. This study endeavoured to establish the

appropriateness of the strategic or tactical approach to training as a form of empowerment.

Most organization in Africa especially those in the public sector have tended to adopt the all financial reward in their empowerment approaches. This is contrary to the belief that the use of both financial and non financial components in an integrative version looks superior and highly regarded in the empowerment of the employees in both private and public sector organizations.

Majority of the organization in today's organizations apply the closed one ways communication to a greater degree. The trend in many parts of the world and among the successful firms advocates for the application of all round open communication with high degree of information sharing among the stakeholders. The study sought to establish the reasons for the variability in the adoption of the closed communication system as supposed to the highly regarded open all round communications system.

2.7 Summary of the chapter

The literature under review points out that the employee empowerment programs are critical to the functioning of an organization. Empowerment programs determine the success or failure, developments of stagnation, loses or profitability and survival or demise of an organization. The literature further reveals that employee empowerment programs determine the levels of performance for both the organization and the employee. The application of such programs based on modern computer based technology, an open all round or way communication, democratic leadership style and participative cultural orientation contributes to enhanced performance through increased innovation, quality, profitability production, productivity. Conversely, the application in the empowerment programs based on periodic training and development programs, one sided reward systems, low employee involvements closed one way communication, bureaucratic and manual technology and reduces the employee performance through increased conflicts tardiness, sabotage in both the public and private sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the methodology which was used in the data collection analysis and presentation of the study outcomes. Specifically the chapter contains the study design, the population of the study, the sample size, sampling procedure and design. The chapter also contains the data collection methods, validity and reliability, methods of data analysis, ethical considerations and operational definition of variables.

3.2 Research Design

This study adopted a descriptive research design. As the name implies, descriptive research methods are used when the researcher wants to describe specific behaviour as it occurs in the environment. A descriptive research determines and reports the way things are. This type of research attempts to describe such things as possible behaviour, attitudes, values and character (Mugenda & Mugenda, 2003). There are two ways of collecting data from a population using the descriptive survey design: cross-sectional survey and longitudinal survey. Cross-sectional survey is used to gather information on a population at a single point in time while longitudinal survey gathers data over a period of time. Cross-sectional survey was used due to the limited time allocated for the research study. The study sought to describe the relationship between the variables of employee performance and the empowerment programs of employee involvement, training and development, communication systems and reward systems. Most of the tools used in the study, from data collection to analysis and presentation of the study outcomes, had descriptive design characteristics.

3.3 Target population

The population targeted by the study comprised of the employees of the Kenya pipeline company. The target population comprised of the executive, managerial, supervisory and operative staff working at the company headquarters in Embakasi division of Nairobi County. According to the latest company employee censuses conducted in March 2013 there were two hundred and forty nine (249) employees working at the Kenya pipeline company headquarters and this formed the target

population for the study. The target population of two hundred and forty nine (249) employees comprised of eight (8) executive staff, eighteen (18) managerial staff, twenty five six (56) supervisory staff and one hundred and one sixty seven (167) operational and casual staff as indicated in the table below.

Table 3.1 Target population of the study

Category Of Population	Frequency	Percent (%)
Executive Staff	8	3
Managerial Staff	18	7
Supervisory Staff	56	23
Operational and casual staff	167	67
Total	249	100

3.4 Sampling procedure

The study adopted a stratified random sampling method in the sampling of the population. The use of stratified random sampling was preferred by the fact that the population of the study could be categorised into distinctive groups or strata with each stratum capable of being studied independently without interfering with the other category. The categories included the executive, managerial, supervisory and operational levels.

3.5 Sample size

The sample size of the study was seventy four (74) employees. This represented a sample ratio of 30% of the total population of two hundred and forty nine employees chosen as the population of the study. According to Kothari (2009), the choice of the sample depends on a number of factors including, the research duration (time), budgetary constraints and characteristics of the population. When the population is small for example 100 subjects or less then the whole population would be considered as the sample. A population of between 100 and 150 subjects would attract a sample ratio of 50-75%. Since a population of between 150 – 250 subjects attract a sample ratio of 30-50% the choice of a sample ratio of 30% in the determination of the sample was justified on the basis of the population features and the three months time line allocated for the research.

Proportionate Sampling is a sampling strategy used when the population is composed of several subgroups that are vastly different in number (Babbie, 2001). Proportionate allocation uses a sampling fraction in each of the strata that is proportional to that of the total population. From the sample size of seventy four (74) employees and using the sample fractions of each stratum from the target population, the sample size constituted of two (2) executives, five (5) managerial staff, seventeen (17) supervisory staff and fifty (50) operational (knowledge) workers.

Table 3.2 Sample Size

Target population	Frequency	Sample Fraction (%)	Sample size
Executive Staff	8	3	2
Managerial Staff	18	7	5
Supervisory Staff	56	23	17
Knowledge workers	167	67	50
Total	249	100	74

3.6 Data sources and collection instruments

The data used in the study was obtained from both primary and secondary sources. The primary sources comprised of the bulk of the information which was obtained from the respondents in the corporation through the use of questionnaires and interviews. The secondary data was obtained from past data in the company through the scrutiny of previous records and information on appraisal in the corporation. The data the study was collected using variety of methods comprising of interviews (structured interview type) and questionnaire (semi-structured questionnaire type).

3.6.1 Interviews method

The study used the interview method which utilised structured interviews in the collection of data. The structured interviews were administered to the executive and managerial staff in the corporation. The questions used during the interviews were in the standards form and used in all the sampled population.

3.6.2 Questionnaire method

The study used the semi-structured type of questionnaires which were designed and used in the collection of data. A set of standard questionnaire forms containing valid

question were designed and distributed to the respondents. The questionnaires were administered among the supervisory and operational staff in the corporation.

3.7 Pilot testing

Before being administered to the respondents the data collection instrument of the questionnaire was tested for validity and reliability. A pilot study was conducted by the researcher to determine the reliability and validity of data collection instruments. One percent (1%) of the Target population was used as the sample size for the pilot study as suggested by Mugenda & Mugenda (2003). Furthermore, random sampling was used to choose from the different stratas hence the researcher chose Two (2) respondents from the Managerial staff and Seven (7) respondents from the Operational staff which constituted the sample size for the pilot study. The questionnaires were administered to the respondents and the information obtained analyzed and used to revise the research instruments to ensure that they clearly captured the variables under study allowing for generalization to the entire population. The pilot data was not included in the actual study.

3.8 Test for Validity

The validity perspective of an instrument denotes the instruments ability to measure the possibility of achieving these objectives for the study. Validity therefore would be concerned closely with objectivity of the outcomes or scores. In the determination of the validity of the instruments for this study, Content validity approach was adopted. Content validity refers to a measure of the degree to which data collected using a particular instrument represent a particular domain of indicators of content of a particular concept. To validate the research instruments the researcher sought the opinion of experts in the field of study especially the lecturers and the supervisor on content clarity, ambiguity and level of language used so as to ensure the interview guide and questionnaire measure the variables intended for the study. The suggestions provided were used to make the necessary revision and modification of the research instrument thereby enhancing validity.

3.9 Test for Reliability

Reliability has been concerned with the ability of the instrument to produce consistent scores when administered under same or different conditions. Reliability enhances dependability, accuracy, clarity and adequacy of the instruments. To check the reliability of the instruments Test-retest method was used, this method involved administering the same test twice to the same group after a week. The scores of the pilot test were then summarized and correlated using Karl Pearson's product moment correlation which establishes the degree of scatter in a relationship and its strength. The less scattered the variables the stronger the relationship, if r represents the product moment coefficient. The value r lies between -1 and +1.

$$r = \frac{N\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{N\Sigma X^2 - (\Sigma X)^2} \sqrt{N\Sigma Y^2 - (\Sigma Y)^2}}$$

Where:

N= number of respondents

X= results of the 1st test

Y= results of the 2nd test

The correlation for the pilot study was 0.88 for the Managerial staff and 0.93 for the Operational staff and was considered to have a strong positive correlation among the different responses which indicated that the instrument was reliable. According to Mugenda & Mugenda (2003) a coefficient of 0.80 or more implies that there is a high degree of reliability of the data.

3.10 Data Collection Procedure

The data collection instruments were designed and pretested for validity and reliability. The instruments were then distributed to the respondents. A visit was paid to the company two weeks after defence of the proposal, during which the data collection instruments earlier distributed were collected for analysis. An interview was conducted to the specific respondent to get clarifications of some salient issues arising from the responses. During the same period the observation of the events as they unfold during the performance appraisal in the company was undertaken. This

was supplemented with the scrutiny of the existing records on appraisal and related issues in the company.

3.11 Data Analysis

Before analysis, the data obtained was prepared through editing, coding, classification and tabulation. This was done to eliminate any wrong or incoherent data which might have resulted in drawing wrong conclusions or making inappropriate inferences. Quantitative data analysis involved listing and coding open-ended data, which together with pre-coded quantitative data was digitalized using SPSS 16.0 package and Ms excel while qualitative data analysis involved organization of data under key thematic areas; which was followed by data description, interpretation and triangulation. Both quantitative and qualitative data was then presented using tables, frequencies and percentages.

3.12 Ethical Consideration

In conducting the study various ethical dimension were taken in to account. The researcher did not coerce or bribe the respondents in order to sway them to provide the data. The researcher also did not take advantage of the condition of the respondents in an attempt to sway them to provide the data for the study. The purpose of the study was fully explained to the respondents so as to enable them make judgments on whether to participate in the study or not. The information obtained from the respondents was used for the purpose stated and no any other purpose whatsoever. In the above respect the study was conducted free of bias intimidation and coercion while at the same time being clear and open about the purposes of the study.

3.13 Operationalization of variables

Table 3.1 shows the variables in the study, their indicators, how they will be measured and the data analysis technique which were used.

Table 3.3 Operationalization of variables

Factor Of Analysis	Type of Variable	Indicators	Measurement Scale	Measurement Dimensions	Data analysis method
Employee performance	Dependent	-Levels of productivity -Quality -Profitability -Innovation -Efficiency -Commitment -Customer service attributes	Nominal	-Performance policies e.g. performance contracts, appraisals and targets -Well structured quality dept. -Individual performance targets -Availability of resources	Descriptive statistics, frequency distribution, percentages
Employee participation	Independent	Level of involvement and participation -Total -Partial -Both Total and Partial	Ordinal	-Employee participation policies -Organizational culture -Special assignment groups	Descriptive statistics, frequency distribution, percentages
Employee training	Independent	Level of skills, Knowledge, abilities, capacities competencies attained -Strategic -Tactical -Integration of strategic and tactical	Ordinal	-Training and development policies -Budget allocation -Training facilities -Training location -The role of employee and the management in training programs	Descriptive statistics, frequency distribution, percentages
Employee reward	Independent	-All financial -All non-financial -Integration of all financial and	Ordinal	-Employee reward policies and regulations -Reward budget -Reward design	Descriptive statistics, frequency distribution, percentages

		non financial		and development -Reward contents	
Communication system	Independent	-Closed one way - Open two way -All round	Ordinal	Communication policies and procedures -Availability of communication channels -Role of the employee and the management in the communication process Communication facilities & equipments	Descriptive statistics, frequency distribution, percentages

CHAPTER FOUR
DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This study, sought to establish the influences of empowerment programs on employee performance among the public corporations (KPC) in Kenya. The study considered empowerment programs of; participation/involvement, training, reward and communication programs at KPC. Data editing and reconciliation was done before the data analysis was undertaken. This was paramount to eliminate any inconsistencies, incoherence and irrelevance in data. This was also essential to avoid reaching wrong conclusions and drawing wrong inferences.

4.2 Response Rate

A total of seventy four (74) questionnaires were produced and administrated to the sampled categories of respondents. At the end of the study, fifty three (53) questionnaires were returned, coded and analyzed. The overall response rate was therefore 71.6% with the majority of the respondents being operational staff that attracted a response rate of 74% while the minority was executive staff that attracted a response rate of 50% as recorded. The overall response rate of 71.6% was due to the fact that some questionnaires were not returned completed and on time one of the executives was busy during the period and thus could not be interviewed. This is as shown in Table 4.1.

Table 4.1: Response rate

Population Category	Population Sampled	Completed Questionnaires	Response Rate (%)
Executive	2	1	50
Managerial	5	3	60
Supervisory	17	12	71
Operatives	50	37	74
Total	74	53	71.6

4.3 General Background of the Respondents

The study sought to establish background information of the respondents in terms of gender, educational levels, departments, position in the hierarchy level, work experience and age so as to have an idea of the content of the sample size.

4.3.1 Distribution of Respondents by Gender

Respondents were asked to state their ages. They provided the responses as recorded in Table 4.2.

Table 4.2: Distribution of Respondents by Gender

Variable	Frequency	Percent
Male	28	52.8
Female	25	47.2
Total	53	100

From Table 4.2 majority (52.8%) of the respondents stated to be male while the minority (47.2%) was female. This finding denotes that there was near equality between the female and male respondents.

4.3.2 Distribution of Respondents by Level of Education

When asked to state their level of education, respondents provided varied responses as recorded in Table 4.3.

Table 4.3: Distribution of Respondents by Level of Education

Variable	Frequency	Percent
Secondary	8	15.1
College	16	30.2
University	22	41.5
Post Graduate	7	13.2
Total	53	100

From Table 4.3 majority (41.5%) had university level of education, 30.2% of the respondents had attained college level of education, 15.1% had the secondary level of education and only 13.2% had post graduate level of education. This finding indicates

that most of the respondents were highly educated and this was reflected in their responses to the question as provided by the instrument.

4.3.3 Distribution of Respondents by Departments

When asked to state their departments, respondents provided varied responses as recorded in Table 4.4.

Table 4.4: Distribution of Respondents by Departments

Variable	Frequency	Percent
Human Resource	15	39.5
Operations	5	13.2
Finance & Accounting	4	10.5
Marketing	8	21.1
Information Technology	4	10.5
Research And Development	5	13.2
Administration	12	31.6
Total	38	100.0

From Table 4.4, majority (39.5%) of the respondents stated to be from the human resources departments. This was followed by the administration department that attracted a responses rate of 31.6% of the respondents. Whereas 21.1% were from the marketing department, 13.2% were from the operations department with another 13.2% being from the research and development departments. The departments of finance and information attracted the minority among the respondents with each attracting a responses rate of 10.5% as recorded in table 4.4 above. This finding indicates that there was a balance in departmental response rate as seven (7) departments gave feedback on the study.

4.3.4 Distribution of Respondents by Position in the Hierarchy

Respondents were asked to state position in the corporation's hierarchy. They provided the responses as recorded in Table 4.5.

Table 4.5: Distribution of Respondents by Position in the Hierarchy

Variable	Frequency	Percent
Executive	1	1.9
Managerial	3	5.7
Supervisory	12	22.6
Operational	37	69.8
Total	53	100

From Table 4.5 majority (69.8%) were from the operational staff. This was followed by the supervisory level that attracted the 22.6% of the respondents. Whereas 5.7% of the respondents were from the managerial level only 1.9% were from the executive level. The finding denotes that there had been more interest among operational staff on the discipline of empowerment and related concepts since it influences them directly and indirectly.

4.3.5 Distribution of Respondents by Years of Experience

Respondents were asked to state the years of experience with the corporation. They provided the responses as recorded in Table 4.6.

Table 4.6: Distribution of Respondents by Years of Experience

Variable	Frequency	Percent
1-4 Years	6	11.3
5-9 Years	9	17
10-14 Years	14	26.4
15-19 Years	13	24.5
20 Years	11	20.8
Total	53	100

From Table 4.6 majority (71.7%) of the respondents stated to have served the corporation for between 10- 20 years, while the minority (28.3%) had served the corporation for less than ten years. This finding denotes that respondents were more experienced and therefore had proper knowledge of the operation of KPC.

4.3.6 Distribution of Respondents by Age

When asked to state their ages, respondents provided varied responses as recorded in table 4.7

Table 4.7: Distribution of Respondents by Age

Variable	Frequency	Percent
18-25 Years	7	13.2
26-33 Years	5	9.4
34-40years	11	20.8
41-47 Years	12	22.6
48-55 Years	9	17
Over 55 Years	9	17
Total	53	100

From Table 4.7 majority (66%) of the respondents were youthful and had attained forty seven years and below, while the minority 34% had attained forty eight years and above. The finding indicates that majority of the respondents were youthful and had enough energy to undertake the duties and responsibilities connected with the research and organizational activities and procedures.

4.4 Empowerment Programs and Performance

The study sought to establish the current level of employee organizational performance and the factors influencing the performance at the Kenya pipeline corporation.

4.4.1 Current Level of Employees Performance

Respondents were asked to state their level of their performance in their corporation. They provided the responses as recorded in Table 4.8.

Table 4.8: Current Level of Employees Performance

Variable	Frequency	Percent
High	13	24.5
Moderate	9	17
Low	31	58.5
Total	53	100

From Table 4.8, majority (58.5%) of the respondents stated to have achieved low level performance with only 24.5% stating to have achieved high performance levels. 17% of the respondents were of the view that their performance levels could be characterized as moderate. This finding denotes that the current performance level among the employees at the Kenya pipeline corporation is low.

4.4.2 Current Level of organizations Performance

When asked to state the level of the corporation performance, respondents provided varied responses as recorded in Table 4.9.

Table 4.9: Current Level of organizations Performance

Variable	Frequency	Percent
High	15	28.3
Moderate	11	20.8
Low	27	50.9
Total	53	100

From Table 4.9 majority (50.9%) of the respondents stated that the performance levels of the Kenya pipeline corporation could be characterized as low. While 28.3% were of the view that the corporation has achieved high performance level, less than 21% of the respondents were of the view that the corporation has achieved moderate performance levels. This finding indicates that Kenya pipeline corporation has achieved low performance levels in the recent times.

4.4.3 Factors influencing Employee performance

When asked to state whether there are factors influencing their performance, respondents provided the responses as recorded in Table 4.10.

Table 4.10: Factors influencing Employee performance

Variable	Frequency	Percent
Yes	36	67.9
No	12	22.6
Don't Know	5	9.4
Total	53	100

From Table 4.10 majority (67.9%) of the respondents agreed that there are factors influencing their performance in the corporation. Whereas 22.6% of the respondents showed their disagreement with the proposal that there are factors influencing their performance, slightly less than 10% remained indifferent to the question by stating not to have known whether there are factors influencing their performance or not. This finding denotes that there are factors influencing employee performance at the Kenya pipeline corporation.

4.4.4 Factors mostly influencing Employee performance

Respondents were asked to state factors they believed mostly influence their performance. They provided varied responses as recorded in Table 4.11.

Table 4.11: Factors mostly influencing Employee performance

Variable	Frequency	Percent
Technology	9	17
Working Environment	7	13.2
Culture	10	18.9
Structure	11	20.8
Empowerment Programs	16	30.2
Total	53	100

From Table 4.11, majority (30.2%) of the respondents stated to have believed that the factor of empowerment program mostly influence their performance in the corporation. This was followed by the factor of organization and work structure that attracted the attention of 20.8% of the respondents. While 18.9% of the respondents were of the view that organizational culture has most influences on their performance,

17% stated that technology mostly influence their performance. A paltry 13.2% of the respondents were of the view that the factor of work environment has most influences on their performance. This finding denotes that employee empowerment programs at the Kenya pipeline corporation have the most influence on employee performance. The finding is in line with the views of Graham (2012) that organizations with employee empowerment program do register high level of success in innovation, commitments, quality, productivity and superior relationships.

4.4.5 Nature of influence of Empowerment program on Performance

When asked to state the nature of influences of empowerment programs on their performance, respondents provided the responses as recorded in Table 4.12.

Table 4.12: Nature of Influence of Empowerment program on Performance

Variable	Frequency	Percent
Positive influences/Outcomes	12	22.6
Negative influences /Outcomes	29	54.7
Neutral influences/ Outcomes	9	17
No influence at all	3	5.7
Total	53	100

From Table 4.12, majority (54.7%) of the respondents were of the view that the current employee programs in the corporation has had negative influences on their performance, with the minority (5.7%) of the respondents being of the view that the current empowerment programs has had no influence at all on their performance. Whereas 22.6% of the respondents stated that the current employee empowerment program has had positive influences on their performance, 17% were of the view that the programs have had neutral influences on their performance. This finding denotes that the current empowerment programs being practiced at the Kenya pipeline corporation has had negative influences on employee performance.

4.4.6 Factors mostly influenced by the Empowerment programs

Respondents were asked to state their performance attribute mostly influenced by the empowerment programs. They provided varied responses as recorded in Table 4.13

Table 4.13: Factors mostly influenced by the empowerment programs

Variable	Frequency	Percent
Productivity	10	18.9
Quality	9	17.0
Time	7	13.2
Commitment	5	9.4
Loyalty	8	15.1
Innovation	6	11.3
Efforts	8	15.1
Total	53	100

From Table 4.13, most (18.9%) of the respondents mentioned the attribute of productivity. This was followed by the performance attribute of quality that attracted 17% of the respondents. 15.1% of the respondents stated that the empowerment programs influence the level of their effort with another 15.1% being of the view that the empowerment programs their attribute of loyalty. While 13.2% of the respondents were of the view that the empowerment programs has mostly influence on their time usage, 11.3% were of the view that the empowerment programs influence their innovative and change approaches. Only 9.4% were of the view that the empowerment program has mostly influences commitment. This finding denotes that the empowerment program at the Kenya pipeline corporation has mostly influences on employee productivity and least influences on employee commitment.

4.4.7 Empowerment program mostly influencing Employee performance

Respondents were asked to state empowerment program mostly influencing their performance. They provided varied responses as recorded in table 4.14.

Table 4.14: Empowerment program mostly influencing Employee performance

Variable	Frequency	Percent
Training	16	30.2
Participation/Involvement	12	22.6
Communication	11	20.8
Rewards	14	26.4
Total	53	100

From Table 4.14 majority (30.2%) stated that the empowering program of training and development had the most influences on their performance. This was followed by the empowerment program of reward and compensation that attracted the attention of 26.4% of the respondents. Whereas 22.6% of the respondents were of the view that the empowerment program of participation and involvement had had most influences on their performance, slightly more than 20% of the respondents were of the view that the empowerment program of communication systems mostly influences their performance. This finding indicates that the empowerment programs of training and development mostly influence employee performance at the Kenya pipeline corporation. The program of communication system has the least influences on employee performance.

4.5 Participation and Performance

The study sought to determine the influences of participation/involvement as an empowerment program on employee performance at KPC.

4.5.1 Application of Participation programs

Respondents were asked to state whether the Kenya pipeline corporation has an involvement programs for use among its operations and processes. They provided varied responses as recorded in Table 4.15.

Table 4.15: Application of Participation programs

Variable	Frequency	Percent
Yes	39	73.6
No	8	15.1
Don't Know	6	11.3
Total	53	100.0

From Table 4.16, majority (73.6%) of the respondents stated to have agreed that the Kenya pipeline corporation has an involvement programs in use among its operations and processes. Whereas slightly over 15% of the respondents were of the view that the corporation does not have an involvement programs, more than 11% remained indifference to the question by stating not to have known whether the corporation has an involvement program or not. This finding denotes that the Kenya pipeline corporation has participation/involvement programs in its operations processes and activities.

4.5.2 Nature of the Participation program mostly used

When asked to state the nature of the participation programs mostly used in the corporation, respondents provided the responses as recorded in Table 4.16.

Table 4.16: Nature of the Participation program mostly used

Variable	Frequency	Percent
Total Participation /Involvement	17	32.1
Partial Participation/ Involvement	29	54.7
Both Total And Partial Participation/ Involvement	7	13.2
Total	53	100.0

From Table 4.16 majority (54.7%) of the respondents stated that the corporation mostly applied the partial participation or involvements program. Only 32.1% of the respondents stated to have believed that the corporation mostly applies the total participation or involvements. However, less than 14% of the respondents were of the view that the corporation applies both the total and partial participation approaches.

This finding signifies that the Kenya pipeline corporation mostly applies the partial involvement in the management of its resources activities and processes.

4.5.3 Influence of Participation program on Performance

When asked to state whether the Participation Program mostly used in the corporation (partial participation) Influence Performance, respondents provided the responses as recorded in Table 4.17.

Table 4.17: Influence of Participation program on Performance

Variable	Frequency	Percent
Yes	42	79.2
No	9	17.0
Don't Know	2	3.8
Total	53	100

From Table 4.17 majority 79.2% of the respondents stated that the participation program has an influence on their performance, with only 17% of the respondents being of the view that participation program has no influence on their performance. The rest 3.8% among the respondents remained indifference to the question by stating not to have known whether the involvement program influence their performance or not. This finding shows that the participation and involvement program mostly used at the Kenya pipeline corporation (partial participation) has an influence on employee performance.

4.5.4 Extent of influence of Participation programs

Respondents were asked to state the extent to which they believed the involvement program mostly used at the corporation (partial participation) has an influence. They provided the responses as recorded in table 4.18.

Table 4.18: Extent of influence of Participation programs

Variable	Frequency	Percent
Very High Extent	18	34
High Extent	15	28.3
Low Extent	8	15.1
Very Low Extent	7	13.2
No Extent At All	5	9.4
Total	53	100

From Table 4.18 over 62% of the respondent stated that the involvement program influence their performance to high extent. Among this category of respondents 34% were of the view that the involvement program influence their performance to a very high extent, while 28.3% stated that the involvement program influence their performance to mere high extent. Only 28.3% of the respondents were of the view that the involvement program influences their performance to low extent. The rest (9.4%) of the respondents stated that the involvement program influence their performance to no extent. This finding shows that the kind of involvement program mostly used at the Kenya pipeline corporation (partial participation) influence the employee performance to a high extent.

4.5.5 Nature influence of Participation programs on Employee performance

When asked to state whether the Nature of the influence of the participation program mostly used in the corporation (partial participation) on their performance, respondents provided varied responses as recorded in Table 4.19.

Table 4.19: Nature influence of Participation programs on Employee performance

Variable	Frequency	Percent
Negative Influences	26	49.1
Positive Influences	17	32.1
Neutral Influences	6	11.3
No Influences At All	4	7.5
Total	53	100

From Table 4.19 majority (49.1%) of the respondents were of the view that the involvement program has general negative influence their performance while only 32.1% stated that the involvement program has general positive influence on their performance. Whereas 11.3% of the respondents stated that the involvement program has neutral influences on their performance a paltry 7.5% of the respondents were of the view that involvement program has no influence on their performance. This finding shows that involvement program mostly used at the KPC generates negative influences on employee performance. The findings resonates with the views of McKinsey (2013) that whereas total participation program contributes to increased, positive functional and favourable performance, partial participation contributes to decreased, unfavourable, dysfunctional and negative performance among the employees and the organization.

4.5.6 How Participation programs influence Employee performance

Respondents were asked to state how the participation programs mostly used in the corporation (partial participation) influence their performance. They provided the responses as recorded in Table 4.20.

Table 4.20: How Participation programs influence Employee performance

Variable	Frequency	Percent
Results in increased performance	18	34
Results in decreased performance	28	52.8
No Influence on performance	7	13.2
Total	53	100

From Table 4.20, majority (52.8%) of the respondents stated that the involvement program contributes to decrements in their performance. Only 34% of the respondents were of the view that the involvement program contributes increments in their performance. The rest (13.2%) of the respondents stated that the involvement program contributes nil influences on their performance in their performance. This finding shows that the kind of involvement program mostly used at the Kenya pipeline corporation contributes to decreased performance among the employees.

4.5.7 Ways in which Participation programs influence employee performance

When asked to state the ways in which they believed the participation program influence their performance respondents provided varied responses as recorded in Table 4.21.

Table 4.21: Ways in which participation influence Employee performance

Variable	Frequency	Percent
Creates a Hostile relationships in decision	14	26.4
Does Not Encourage Feedback of Results	11	20.8
Contributes to Low Morale And Motivation	13	24.5
Creates Friendly relationships in decisions	7	13.2
Encourages Feedback of Results	5	9.4
Contributes to High Morale and Motivation	3	5.7
Total	53	100

From Table 4.21, majority (71.7%) of the respondents stated that the involvement program has more dysfunctional consequences on the overall employee performance. Among this category of respondents 26.4% were of the view that the partial involvement program mostly used in the corporation contributes to the development of a hostile relationship among the stakeholders in the corporation. Whereas 20.8% of the respondents were of the view that it limits feedbacks in decisions and planning, 24.5% were of the view that it contributes to reduced motivation and morale among the employees. The minority (18.3%) of the respondents were of the view that the partial involvement program contributes to more functional consequences on the performance of the employees. This finding shows that the participation/involvement program at the Kenya pipeline corporation influences the performance in more dysfunctional than functional ways.

4.6 Training Programs and Employee Performance

The study sought to examine the influences of training as an empowerment program on employee performance at the Kenya pipeline corporation.

4.6.1 Application of Training programs

Respondents were asked to state whether they believed the corporation had a training and development program for use among its operations and processes. They provided the responses as recorded in Table 4.22.

Table 4.22: Application of Training program

Variable	Frequency	Percent
Yes	41	77.4
No	7	13.2
Don't Know	5	9.4
Total	53	100

From Table 4.22, majority (77.4%) of the respondents agreed that the corporation had a training program with only 13.2% being of the view that the corporation had no training programs. The rest (9.4%) of the respondents remained indifference to the question by stating not to have known whether the corporation had a training program not. This finding indicates that the Kenya pipeline corporation has a training program among its operational activities and processes.

4.6.2 Type of Training program mostly used

Respondents were asked to state the type of training program mostly used in the Kenya pipeline corporation. They provided the responses as recorded in Table 4.23.

Table 4.23: Type of Training program mostly used

Variable	Frequency	Percent
Strategic/Continuous	18	34
Tactical/ Periodic	27	50.9
Both Strategic and Tactical	8	15.1
Total	53	100

From Table 4.23, majority (50.9%) stated that the corporation mostly uses the tactical training systems. Only 34% of the respondents were of the view that the corporation uses the strategic training systems with the rest (15.1%) of the respondents being of the view that the corporation mostly uses both strategic and tactical types of training. This finding indicates that Kenya pipeline corporation mostly uses the tactical training program that is rigid and periodic in nature.

4.6.3 Whether the Training program Influence Employee Performance

When asked to state whether the training program mostly used in the corporation (tactical program) has an influence on their performance, respondents provided varied responses as indicated in Table 4.24.

Table 4.24: Whether the Training Program Influence Employee Performance

Variable	Frequency	Percent
Yes	37	69.8
No	11	20.8
Don't Know	5	9.4
Total	53	100

From Table 4.24, majority (69.8%) agreed that the program has an influence their performance. While slightly more than 20% of the respondents were of the view that the program had no influence on their performance , the other 9.4% of the respondents remained indifference to the question by stating not to have known whether the training program gas an influence on their performance or not. This finding shows that the training program mostly used at the Kenya pipeline corporation (tactical periodic training systems) has an influence on the employees' performance.

4.6.4 Extent to which Training program influences Employee Performance

When asked to state the extent to which training and development program mostly used in the corporation (tactical programs) influences employee performance, respondents provided varied responses as indicated in Table 4.25.

Table 4.25: Extent to which Training program influences employee performance

Variable	Frequency	Percent
Very High Extent	15	28.3
High Extent	17	32.1
Low Extent	10	18.9
Very Low Extent	6	11.3
No Extent At All	5	9.4
Total	53	100

From Table 4.25, majority (60.4%) of the respondents stated that the program influence their performance to a high extent. Among this category of respondents 32.1% stated that the program influence their performance to a mere high extent with the rest (28.3%) stating that the training program influence their performance to a very high extent. Whereas 18.9% of the respondents were of the view that the training program influence their performance to a mere low extent, 11.3% stated that the training program influence their performance to very low extent. The rest 9.4% of the respondents were of the view that the training program influences their performance to no extent at all. This finding shows that the tactical training system mostly used at the Kenya pipeline corporation influence the employees performance to a high extent.

4.6.5 Nature of influence of Training programs on Employee performance

Respondents were asked to state the nature of influence of training programs mostly applied (tactical program) on their performance. They provided varied responses as recorded in Table 4.26.

Table 4.26: Nature of influence of Training programs on Employee performance

Variable	Frequency	Percent
Negative Influences	24	45.3
Positive Influences	17	32.1
Neutral Influences	7	13.2
No Influences At All	5	9.4
Total	53	100

From Table 4.26, majority (45.3%) of the respondents stated that the program had negative influences on their performance. Slightly over 32% of the respondents stated that the program had positive influences on their performance. Whereas 13.2% of the respondents that stated that the program used had neutral influences on their performance, less than 10% stated that the training program had nil influences on their performance. This finding denotes that tactical training program contributes to negative influences on employees' performance. The finding is in line with the views of Torrington (2012) that while strategic training program contributes positively towards employee performances through long term flexible, continuous perspectives the tactical programs have general negative influences and contributes to reduced effort, and low capacity levels.

4.6.6 How the Training program influence Employee performance

When asked to state how training and development program mostly used in the corporation (tactical program) influences their performance, respondents provided varied responses as indicated in Table 4.27.

Table 4.27: How the Training program influence Employee performance

variable	frequency	percent
Results in More Success in performance	18	34
Results in Less Success in performance	32	60.4
No Influence in the Success in performance	3	5.7
Total	53	100

From Table 2.7, majority (60.4%) of the respondents stated that the program mostly results in less success in their performance. Only 34% of the respondents were of the view that the program results in increased success in their performance. However, less than 6% of the respondents were of the view that the training program has no influence on the success of their performance. This finding denotes that the training system mostly used at KPC (tactical program) results in decreased performance among the employees in the corporation.

4.6.7 Ways in which Training program influence Employee performance

Respondents were asked to state the ways in which they believed the training program mostly used in the Kenya pipeline corporation (tactical program) influence their performance. They provided the varied responses as recorded in Table 4.28.

Table 4.28: Ways in which Training program influence Employee performance

Variable	Frequency	Percent
Creates A Positive Identification & commitments	8	15.1
Increased Motivation and morale	10	18.9
Contributes To Increased Flexibility and innovation	6	11.3
Creates A Negative Identification And commitments	13	24.5
Decreased Motivation and morale	9	17
Contributes To Decreased Flexibility and innovation	7	13.2
Total	53	100

From Table 4.28, majority (54.7%) of the respondents stated that the program influence their performance in more unfavourable and negative performance ways with 24.5% stating that it contributes to negative employee identification and commitments in the organization, 17% of the respondents stated that it contributes to decrement in their morale and motivation and 13.2% stating that it contributes to decrements in their flexibility and innovation. However the rest (45.3%) of the respondents were of the view that the program contributes to their performance in more favourable or positive ways. Among this category of respondents 18.9% were of the view that the training program creates leads to increments in their morale and motivation, 15.1% stated that it leads to improvements in their identification and commitment towards the goals and objectives of the company and 11.3% stated that the training program leads to increments in their flexibility and innovation while in the corporation. This finding shows that the training and development program

(tactical) mostly used at the Kenya pipeline corporation influence the employees performance in more unfavourable ways then favourable ways.

4.7 Reward Programs and Employee Performance

The study sought to establish the influences of rewards as an empowerment program on employee performance at the Kenya pipeline corporation.

4.7.1 Application of Reward programs

Respondents were asked to state whether the Kenya pipeline corporation has a designed reward program for use among its operations and processes. They provided the responses as indicted in Table 4.29.

Table 4.29: Application of Reward programs

Variable	Frequency	Percent
Yes	34	64.2
No	14	26.4
Don't Know	5	9.4
Total	53	100

From Table 4.29, majority (64.2%) of the respondents stated to have agreed that KPC had a designed reward program for use among its operations and processes. Only 26.4% of the respondents were of the opinion that Kenya Pipeline Corporation did not have a designed reward program for use among its operations and processes with less than 10% remaining indifference to the question by stating not to have known whether KPC has a designed reward program for use among its operations and processes or not. This finding denotes that the Kenya pipeline corporation has stated or designed rewards systems for its operations systems and processes.

4.7.2 Type of Reward Programs mostly used

Respondents were asked to state the type of reward program mostly used in the Kenya pipeline corporation. They provided the responses as indicted in Table 4.30.

Table 4.30: Type of Reward Programs mostly used

Variable	Frequency	Percent
Mostly Financial	28	52.8
Mostly Non Financial	18	34.0
Mostly Both Financial And Non Financial	7	13.2
Total	53	100

From Table 4.30, majority (52.8%) of the respondents stated that the Kenya pipeline corporation mostly uses the financial rewards systems, while 34% of the responders were of the view that the Kenya pipeline corporation mostly uses the non financial reward systems, 13.2% of the respondents were of the view that the corporation the mixed rewards with both financial and none financial elements. This finding denotes that the Kenya Pipeline Corporation mostly uses the financial reward systems.

4.7.3 Influence of the Reward Programs on Employee Performance

When asked to state whether the reward Program (financial rewards) mostly used in the corporation influences their performance, respondents provided varied responses as indicated in Table 4.31.

Table 4.31: Influence of the Reward Programs on Employee Performance

Variable	Frequency	Percent
Yes	35	66
No	14	26.4
Don't Know	4	7.5
Total	53	100

From Table 4.31, majority (66%) of the respondents stated that the reward Program had an influence on their performance with only 26.4% of the respondents stating that the Program did not have an influence on their performance. The rest (7.5%) of the respondents remained in doubt by stating not to have known whether the reward Program mostly used in the corporation influences their performance or not. This finding denotes that the reward system (Financial rewards) mostly used at the Kenya pipeline corporation has an influence on the employee's performance.

4.7.4 Extent of influence of Reward programs

Respondents were asked to state the extent to which the reward program mostly used in the corporation (financial rewards) influences their performance. They provided the responses as indicated in Table 4.32.

Table 4.32: Extent of influence of Reward programs

Variable	Frequency	Percent
Very High Extent	19	35.8
High Extent	14	26.4
Low Extent	9	17
Very Low Extent	6	11.3
No Extent At All	5	9.4
Total	53	100

From Table 4.32, majority (60.4%) of the respondents stated that the reward program (mostly financial) influence their performance to a high extent. Among this category of respondents 35.8% stated that the rewards program influence their performance to a very high extent while 26.4% stating that the rewards program influence their performance to a mere high extent. An aggregate of 28.3% were of the view that that the program influence their performance to a low extent. Whereas 17% of the respondents were of the view that the reward program influence their performance to a mere low extent, 11.3% stated that the training program influence their performance to very low extent. The rest 9.4% of the respondents were of the view that the reward program influences their performance to no extent at all. This finding shows that the financial reward program mostly used at the Kenya pipeline corporation influence the employees performance to a high extent.

4.7.5 Nature of influence of Reward programs on Employee performance

Respondents were asked to state the nature of influence of reward programs on their performance. They provided varied responses as recorded in Table 4.33.

Table 4.33: Nature of influence of Reward programs on Employee performance

Variable	Frequency	Percent
Negative Influences	28	52.8
Positive Influences	16	30.2
Neutral Influences	6	11.3
No Influences At All	3	5.7
Total	53	100

From Table 4.33, majority (52.8%) of the respondents stated that the reward program (mostly financial) had negative influences on their performance. Slightly over 30% of the respondents stated that the program had positive influences on their performance. Whereas 11.3% of the respondents that stated that the program had neutral influences on their performance, less than 6% stated that the program had nil influences on their performance. This finding show that the reward program (mostly financial) commonly used at the Kenya pipeline corporation has negative influences on the employees' performance. The finding follows the views of Robbins (2008) that the application of an all financial approach to reward contributes to stress, frustration and low motivation among the employees.

4.7.6 How Reward programs influence employee performance

When asked to state how reward (mostly financial) program mostly used in the corporation influences their performance, respondents provided varied responses as indicated in Table 4.34.

Table 4.34: How Reward programs influence employee performance

Variable	Frequency	Percent
Results in More Success in performance	19	35.8
Results in Less Success in performance	27	50.9
No Influence in the Success in performance	7	13.2
Total	53	100

From Table 4.34, majority (50.9%) of the respondents stated that the program results in less success in their performance. Only 35.8% of the respondents were of the view

that the program results in more success in their performance. However 13.2% of the respondents were of the view that the reward program has no influence on the success of their performance. This finding denotes that the reward program (financial) used at the Kenya Pipeline Corporation contributes to reduced or less success in performance of the employees.

4.7.7 Ways in which Reward program influence Employee performance

Respondents were asked to state the ways in which they believed the reward program (financial rewards) mostly used in the Kenya pipeline Corporation influence their performance. They provided the varied responses as recorded in Table 4.35.

Table 4.35: Ways in which Reward programs influence Employee performance

Variable	Frequency	Percent
Inhibits Information Sharing and team working	11	20.8
Decreased Collaboration and cooperation Efforts	14	26.4
Increased Costs of production and operations	9	17.0
Increased Collaboration and cooperation Efforts	6	11.3
Decreased Costs of production and operations	8	15.1
Enhances Information Sharing and team working	5	9.4
Total	53	100

From Table 4.35, majority (64.2%) of the respondents stated that the program influence their performance in more unfavourable and negative performance ways with 26.4% stating that the program contributes to decreased collaboration and corporation among the employees in the organization, 20.8% of the respondents stated that it contributes to low information sharing and team working and 17% of the respondents stated that the rewards program contributes to decrements in their costs of operation and production. However the rest 35.8% of the respondents were of the view that the program mostly used in the corporation contributes to their performance in more favourable or positive ways. Among this category of respondents 15.1%

stated that the reward program results in decrements in their costs of operation and production, 11.3% stated that the reward program leads to increments collaboration and cooperation efforts and 9.4% were of the view that the reward program mostly used in the corporation results in the enhancements of information sharing and team working. This finding shows that the reward program (financial) mostly used at the Kenya pipeline corporation influence the employees performance in more unfavourable ways then favourable ways.

4.8 Communication Programs and Employee Performance

The study sought to assess the influences of communication as an empowerment program on employee performance at the Kenya Pipeline Corporation

4.8.1 Application of Communication programs

Respondents were asked whether KPC had a stated communication program for use among its operations and processes. They provided the responses as recorded in Table 4.36.

Table 4.36: Application of Communication programs

Variable	Frequency	Percent
Yes	35	66
No	15	28.3
Don't Know	3	5.7
Total	53	100

From Table 4.36, majority (66%) of the respondents stated to have agreed that Kenya pipeline corporation has a stated communication program for use among its operations and processes. While 5.7% of the respondent remained indifference to the question by stating not to have known whether Kenya Pipeline Corporation had a stated communication program for use among its operations and processes or not, only 28.3% of the respondents were of the view that the corporation had no defined communication program for use among its process. This finding shows that Kenya pipeline corporation has a stated communication program for use among its operations and processes.

4.8.2 Type of Communication Programs mostly used

When asked to state the type of communication program mostly used in the corporation, respondents provided varied responses as indicated in Table 4.37.

Table 4.37: Type of Communication Programs mostly used

Variable	Frequency	Percent
Closed One Way Communication	32	60.4
Open Two Way Communication	14	26.4
All Round Communication	7	13.2
Total	53	100

From Table 4.37, majority (60.4%) of the respondents stated that the corporation mostly uses the closed communication one ways, with less than 27% of the respondents being of the view that the corporation most uses the open two way communication systems. Only 13.2% of the respondents stated to have believed that the corporation mostly uses the all round communication programs among its operations and processes. This finding shows that the Kenya pipeline corporation mostly uses the closed communication program.

4.8.3 Influence of the Communication programs on Employee performance

Respondent were asked to state whether the communication Program mostly in use at the Kenya pipeline corporation has an influence on their Performance. They provided the responses as recorded in Table 4.38.

Table 4.38: Influence of the Communication programs on Employee performance

Variable	Frequency	Percent
Yes	34	64.2
No	13	24.5
Don't Know	6	11.3
Total	53	100

From Table 4.38, majority (64.2%) of the respondents stated to have agreed that the one way communication program mostly used in the corporation has an influence on

their performance. While only 24.5% of the respondents stated that the program did not have an influence on their performance, the rest (11.3%) of the respondent remained indolence to the question and stated to have known whether that the one way communication program mostly used in the corporation had an influence on their performance or not.

4.8.4 Extent of influence of Communication programs

Respondents were asked to state the extent to which the communication program mostly used in the corporation (one way communication) influences their performance. They provided the responses as indicted in Table 4.39.

Table 4.39: Extent of influence of Communication programs

Variable	Frequency	Percent
Very High Extent	19	35.9
High Extent	15	28.3
Low Extent	9	17.0
Very Low Extent	6	11.3
No Extent At All	4	7.5
Total	34	100

From Table 4.39, majority (64.2%) of the respondents stated that the program influence their performance to a high extent. Among this category of respondents 37.8% stated that the communication program influence their performance to a very high extent while 26.4% stating that the rewards program influence their performance to a mere high extent. An aggregate of 18.3% were of the view that that the communication program influence their performance to a low extent. Whereas 18.9% of the respondents were of the view that the program influence their performance to a mere low extent, 9.4% stated that the program influence their performance to very low extent. The rest (7.5%) of the respondents were of the view that the program influences their performance to no extent at all. This finding shows that the communication program (one way communication) mostly used at the Kenya pipeline corporation influence the employees performance to a high extent.

4.8.5 Nature of influence of Communication programs

When asked to state the nature of influence of communication program mostly used (one way communication) on their performance, respondents provided varied responses recorded in Table 4.40.

Table 4.40: Nature of influence of Communication programs

Variable	Frequency	Percent
Negative Influences	27	50.9
Positive Influences	13	24.5
Neutral Influences	8	15.1
No Influences At All	5	9.4
Total	53	100

From Table 4.40, majority 50.9% of the respondents stated that the communication program (one way) had negative influences on their performance. Whereas 24.5% of the respondents stated that program had positive influences on their performance, 15.1% of the respondents that stated that program had neutral influences on their performance. The rest (9.4%) of the respondents stated that the training program used at the Kenya pipeline had nil influences on their performance. This finding show that the communication program (one way communication) commonly used at the Kenya pipeline corporation has negative influences on the employees' performance. The finding follows the views of McShane 2011 that one way communication contributes to reduced effort, flexibility, commitments and innovation for both the employees and the organization.

4.8.6 How Communication programs influence employee performance

Respondents were asked to state how the communication program mostly used in the corporation influences their performance. They provided varied responses as indicated in Table 4.41.

Table 4.41: How Communication program influence employee performance

Variable	Frequency	Percent
Results in More Success in performance	18	34
Results in Less Success in performance	29	54.7
No Influence in Success in performance	6	11.3
Total	53	100

From Table 4.41, majority (54.7%) of the respondents stated that the program results in less success in their performance and 34% of the respondents were of the view that the communication program results in more success in their performance. Only 11.3% of the respondents were of the view that the program has no influence on the success of their performance. This finding denotes that the communication program (one way communication) mostly used at KPC contributes to reduced or less success in performance of the employees.

4.8.7 Ways in which Communication program influence performance.

Respondents were asked to state the ways in which they believed the communication mostly applied by the Kenya Pipeline Corporation influence their performance they provided the responses as recorded in Table 4.42.

Table 4.42: Ways in which Communication program influence performance

Variable	Frequency	Percent
Discourages superior customer service	14	26.4
Decreased Innovation and production	15	28.3
Decreased Co-Operation and quality	11	20.8
Encourages superior customer service	6	11.3
Increases Innovation and production	4	7.5
Increased Co-Operation and quality	3	5.7
Total	53	100

From Table 4.42, majority 75.5% of the respondents stated that the communication program influence their performance in more unfavourable and negative performance ways. While 24.6% of the respondents stated that the program contributes to decreased provision of customer service in the corporation, 28.3% of the respondents

were of the view that the program contributes to decrement in their innovation and productivity and 20.8% were of the view that that the program contributes to decrements in their corporation and collaborative efforts and quality. The minority 24.5% of the respondents were of the view that the communication program contributes to their performance in more favourable or positive ways. Among this category of respondents 11.3% were of the view that the program leads to increase in the provision of superior services, 7.5% stated that the communication program leads to improvements in their innovation and production and 5.7% stated that the communication program leads to increments in their quality and co-operation while in the corporation. This finding shows that the communication program (closed one way) mostly used at the Kenya pipeline corporation influence the employees' performance in more unfavourable ways than favourable ways.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND,
RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussions, conclusions and recommendations from the study of the influence of empowerment programs on employee performance at KPC.

5.2 Summary of Findings

This section has been organized in line with the objectives of the study, which entails empowerment programs influencing employee performance. The programs include participation, training, reward and communication programs.

5.2.1 Participation programs and Employee Performance

The first objective of the study was to determine the influences of participation/involvement programs on employee performance at the KPC. The concept under consideration were whether the corporation had participation/involvement programs for use among its operations and processes, the nature of the participation/involvement program currently used in the corporation, whether the participation program influence performance, the extent to which participation and involvement programs influence employee performance, nature of the influence of participation on employee performance, how the participation programs influence employee performance and the ways in which participation and involvement influence employee performance.

The study found that that the KPC had participation program programs in its operational processes and activities from 73% of the respondents who agreed that the KPC has an involvement programs for use among its operations and processes. It was also established that KPC mostly uses partial participation or involvement from 54.7% of the respondents and 79.2% of the respondents stated the partial participation program mostly used has an influence on employee performance. It was also found out that partial participation influence the employee performance to a high extent from 62% of the respondents had general negative influences on employee

performance as stated by 49.1% of respondents. The study additionally found that the partial participation program mostly used at the KPC contributes to decreased employee performance from 52.8% of the respondents and it influences the performance in more dysfunctional than functional ways from 71.7% of the respondents, 26.4% being of the view that it contributes to the development of a hostile relationship among the stakeholders in the corporation, 20.8% stating that that it limits feedbacks in decisions and planning, and 24.5% stating that the program contributes to reduced motivation and morale among the employees. However the minority 18.3% of the respondents were of the view that the partial involvement program contributes to more functional consequences on the performance of the employees.

5.2.2 Training programs and Employee Performance

The second objective of the study was to examine the influences of training as an empowerment programs on employee performance at the KPC. The concepts under consideration were; Whether the corporation has a training and development program for use among its operations and processes, the type of training program mostly used in the Corporation, whether the training program influence employee performance, the extent to which training and development program influences employee performance, the nature of influence of training programs on employee performance, how training and development program influence employee performance and the ways in which training and development program influence employee performance.

The study found that that the KPC had training programs among its operations, activities and processes from over 77% of the respondents and that KPC mostly uses tactical training system that is rigid and periodic in nature from 50.9% of the respondents. It was also established that the training program (tactical training program) mostly used at the KPC has an influence on the employees' performance from 69% of respondents and that it influences the employees' performance to a high extent from 60.4% of the respondents. Additionally the study found that the tactical training programs mostly used at the KPC results in negative influences on the employees' performance from 45.3% of the respondents and that the tactical training mostly used at the KPC contributes to decreased performance from 60% of the respondents. The training program mostly used at the KPC influence the employees'

performance in more unfavorable ways than favourable ways from majority 54.7% of the respondents.

5.3.2 Reward programs and Employee Performance

The third objective of the study was to establish the influences of reward as an empowerment programs on employee performance at the KPC. The concepts under consideration were; whether the corporation has a reward program for use among its operations and processes, the type of reward program mostly used, whether the reward program influence employee performance, the extent to which reward program influences employee performance, the nature of influence of rewards programs on employee performance, how rewards program influence employee performance, and ways in which reward program influence employee performance.

The study found that KPC had a designed rewards program for its operations systems and processes from 64.2% of the respondents and it mostly uses the financial reward system from the majority 52.8% of the respondents. The results also had it that the reward program (financial reward) mostly used at the KPC had an influence on the employee's performance from 66% of the respondents and that its influence was to a high extent from 60.4% of the respondents. The study found out that the reward program commonly used at KPC has negative influences on the employees' performance from majority 50.9% of the respondents and that it contributes to reduced success in performance of the employees from 50% of the respondents. The study also established that the reward program (mostly financial) mostly used at the KPC influence the employee performance in more unfavourable ways than favourable ways from (64.2%) of the respondents.

5.3.4 Communication programs and Employee Performance

The fourth objective of the study was to assess the influences of communication and information sharing programs on employee performance at the KPC. The concepts under consideration were; Whether the corporation has communication program for use among its operations and processes, the type of communication program mostly used in the corporation, whether the communication program influence employee performance, the extent to which communication program influences employee

performance, the nature of influence of communication programs on employee performance, how communication program influence employee performance, the ways in which communication program influence employee performance.

The study found that KPC had a defined communication program for use among its operations and processes from the majority 66% of the respondents and that the KPC mostly uses the closed (one way) communication program from 60% of the respondents. It was established that the communication program mostly used at the KPC had an influence on the employees' performance from majority 64.2% of the respondents and that the communication program influence the employee's performance to a high extent from 55.9% of the respondents. Further the study revealed that the communication program (mostly one way) commonly used at the KPC has negative influences on the employees performance from majority 50.9% of the respondents and that it contributes to reduced or less success in performance of the employees from 54.7% of the respondents. The study further found that communication program (closed one way) currently used at the KPC influence the employee's performance in more unfavourable ways than favourable ways from majority 75.5% of the respondents.

5.3 Discussions

The following discussions are based on research objectives, main findings of the study and literature reviewed.

5.3.1 Participation programs and Employee Performance

The study found that that the KPC had participation program programs in its operational processes and activities from 73% of the respondents who agreed that the KPC has an involvement programs for use among its operations and processes. It was also established that KPC mostly uses partial participation or involvement from 54.7% of the respondents and 79.2% of the respondents stated the partial participation program mostly used has an influence on employee performance. This is in agreement with Khumalo (2013), through a study conducted at the VODAPHONE in Pretoria asserted asserted that in many public sector organizations with bureaucratic structures the partial involvements programs through the application of delegation and suggestion schemes have been the major practices.

It was also found out that partial participation influence the employee performance to a high extent from 62% of the respondents had general negative influences on employee performance as stated by 49.1% of respondents. Mondy (2008) asserted that the partial programs though very cheap and easy to administer have not provided very successful and popular with many forms, such programs like delegation still takes the responsibility and the accountability concepts of the work away from the employees and limits the decision making, performance and planning abilities. This study outcome is consistent with Mondy. The study additionally found that; the partial participation program mostly used at the KPC contributes to decreased performance among the employees from 52.8% of the respondents, that the partial participation program mostly applied at the KPC influence the performance in more dysfunctional than functional ways from 71.7% of the respondents, 26.4% being of the view that it contributes to the development of a hostile relationship among the stakeholders in the corporation, 20.8% stating that that it limits feedbacks in decisions and planning, and 24.5% stating that the program contributes to reduced motivation and morale among the employees. However the minority 18.3% of the respondents were of the view that the partial involvement program contributes to more functional consequences on the performance of the employees.

5.3.2 Training programs and Employee Performance

The study found that that the KPC had training programs among its operations, activities and processes from over 77% of the respondents and that KPC mostly uses tactical training system that is rigid and periodic in nature from 50.9% of the respondents. It was also established that the training program (tactical training program) mostly used at the KPC has an influence on the employees' performance from 69% of respondents and that it influences the employees' performance to a high extent from 60.4% of the respondents. Dessler (2005) admitted that despite the neglect of the tactical training and development approach it portends positive developments in some cases with low costs, regularity, and adequacy of resources and environments, while admitting of the superiority of the strategic training and development system in terms of the competencies, skills and knowledge acquisition and developments.

Additionally the study found that the tactical training programs mostly used at the KPC results in negative influences on the employees' performance from 45.3% of the respondents and that the tactical training mostly used at the KPC contributes to decreased performance from 60% of the respondents. This means that KPC can be justified to use the tactical training program to some extent according to Dessler but rigid application of it has negative effects on performance. The training program mostly used at the KPC influence the employees' performance in more unfavorable ways than favorable ways from majority 54.7% of the respondents. However Kacmar (2011), observed that an integrative training and development system although takes into consideration of the firms resources utilization and managerial capabilities and capacity would cause confusion and may result in poor training and development outcomes. Further, she argues that the tactical training and development system remains highly inappropriate in today's competitive environments despite its capabilities associated with the costs. From the results the training program mostly used at KPC influence the employees' performance in more unfavourable ways than favourable ways from majority 54.7% of the respondents.

5.3.3 Reward programs and Employee Performance

The study found that KPC had a designed rewards program for its operations systems and processes from 64.2% of the respondents and it mostly uses the financial reward system from the majority 52.8% of the respondents. The results also had it that the reward program (financial reward) mostly used at the KPC had an influence on the employee's performance from 66% of the respondents and that its influence was to a high extent from 60.4% of the respondents. The study found out that the reward program commonly used at KPC has negative influences on the employees' performance from majority 50.9% of the respondents and that it contributes to reduced success in performance of the employees from 50% of the respondents. Khan (2011), in an International Labour Organization (ILO) journal asserted that many public and non profit organizations have concentrated on all financial approach to the rewarding of their employees, admitting that this may be the source of distress, deaths, suicides cases, low productivity, more strikes and non effectiveness and low quality among the employees in the public service organization. The results reflect a clear conference with Khan's journal.

The study also established that the reward program (mostly financial) mostly used at the KPC influence the employee performance in more unfavourable ways than favourable ways from (64.2%) of the respondents. This is in line with Mayanja (2011), through a study conducted at the Kampala International University, on the effects of reward system on employee performance among the public and private universities who noted that adopting an all financial approach would address the economic concerns of the employees, the study finding stress that this strategy would leave out the psychological dimension or behavioural perspectives of the employees thus making them less productive, leveraged and highly vulnerable.

5.3.4 Communication programs and Employee Performance

The study found that KPC had a defined communication program for use among its operations and processes from the majority 66% of the respondents and that the KPC mostly uses the closed (one way) communication program from 60% of the respondents. It was established that the communication program mostly used at the KPC had an influence on the employees' performance from majority 64.2% of the respondents and that the communication program influence the employee's performance to a high extent from 55.9% of the respondents. Further the study revealed that the communication program (mostly one way) commonly used at the KPC has negative influences on the employees performance from majority 50.9% of the respondents and that it contributes to reduced or less success in performance of the employees from 54.7% of the respondents.

According to McShane (2011), the current employees need clear information, constant knowledge developments and transfers and greater understanding of the organization so as to be productive, committed, flexible, loyal and innovative and be ready to undertake the changes required by the organization. These he suggested can only be achieved through effective communication an information sharing systems. He further notes that Effective all round communication as opposed to the closed on away communications enables effective planning, organizing, control and has great bearing on human motivation. This is contrary to the communication programs at KPC which use a closed communication program. The study further found that communication program (closed one way) currently used at the KPC influence the

employee's performance in more unfavourable ways than favourable ways from majority 75.5% of the respondents. This is in line with Omar (2012) from his study findings which noted with concern the widespread application of closed one way communication systems among public sector organization. He asserts that this system of communication limits employees interaction, knowledge development and acquisition and results in poor relationship patterns in the process resulting in poor quality, high stress companies and grievances, absenteeism, and turnover rates.

5.3.5 Empowerment and Employee performance

The study found that the current performance level among the employees at the Kenya pipeline corporation is low from the majority 58.5% of the respondents who stated to have achieved low level. The study further found that that KPC has been experiencing low performance levels in the recent times from 50.9% of the respondents and that there were factors influencing employee performance from 67.9% of the respondents. It was also established that the employee empowerment programs at KPC had most influences on employee performance from majority 30.2% of the respondents and the current empowerment programs being practiced at KPC have had negative influences on employee performance from 54% of the respondents. Additionally, empowerment programs at KPC had mostly influences on employee productivity, quality, effort, time management, loyalty, innovation and least commitment in a decreasing order.

Farrington (2011) noted that most progressive firms and organization base their priorities and strategies on the principles and precepts of employee empowerment and the development of programs resonating with the empowerment. He provided the programs used to elevate the employee levels as comprising of the employee rewards, training and development programs and opportunities, employee involvements and participation programs. He noted that when such programs are conducted rightly with due regards to the organizational and environmental requirements empowerment programs contributes to high employee contributions, competencies, capacities and capacities in both the work and the social life. The results are contrary to Farrington giving an indication that the empowerment programs at KPC are not efficient hence influencing performance negatively. The study found that among the empowerment

programs earmarked for the study the program of training had most influence in employee performance followed by; reward, participation and communication respectively.

5.3 Conclusions

This study sought to establish the influences of empowerment program on employee performance among the public corporation in Kenya. The program earmarked for investigation comprised of the participation, training, reward and communication programs. The study was successful in that it was conducted under the stipulated time period and within the approved budgetary constraints. The objectives of the study were adequately and comprehensively addressed and covered. Arising from the summary of findings as presented in the immediate section above this study concludes that the performance levels among the employees at the Kenya pipeline corporation has been low. The low performance levels among the employees at the corporation may be attributed to several factors including organization and work structure, organizational technology and work environment and most importantly employee empowerment programs. The current empowerment programs being practiced at the Kenya pipeline corporation has had negative influences on employee performance. The Training program had most influences on employee performance, followed by reward, participation with the program of communication having least influences. Among the performance attributes the attribute of productivity was the most influenced by the empowerment programs.

Kenya Pipeline Corporation has a participation program in use among its operations, process and systems which is the partial involvements program. The program has an influence on employee performance and influences performance to a high extent. Moreover the partial employee involvement program generally contributes to negative influences on employee performance and results in reduced performance among the employees. The partial participation program influences performance in more unfavourable ways.

KPC has a training program for use among its processes, operation and systems with the program mostly in use conforming to the tactical training system. The tactical training program in use at the Kenya pipeline corporation has influences on employee

performance. The program influences employee performance to a high extent but in negative circumstances with the result being less success in the performance. The tactical training program influences performance in more unfavourable ways.

KPC has a reward program as empowerment system. However the corporation uses only all financial approach or program, which has an influence on employee performance and to a high extent. The financial reward program influences employee performance to a high extent but contributes to more negative influences on performance through reduced performance levels. The all financial approach to rewards applied in the corporation influences performance of the employees in more unfavourable ways.

Finally the study concludes that Kenya pipeline corporation has a communication program for use among its operations, processes and systems. The communication program is closed one way in approach. Although the one way communication program has an influence on employee performance and influence performance to a high extent it has general negative influences on performance and contributes to less success in the performance. The one way communication program although popular in the corporation influences performance in more unfavourable ways.

5.4 Recommendations

Arising from the results from the summary of findings and the conclusion as presented in the sections above this study recommends that KPC take step improve its performance levels. The company should design strategies, develop appropriate new and improved but enterprising methods and systems and undertake innovative initiatives to enable improving its performance and that of its employees. Such initiatives as quality circles, operating through TQM ideologies team working arrangements and group process in the core as in decision making, planning and control. There should be concerted efforts to introduce more elaborative modern and improved empowerment program in respect of the training, communication participation and reward to reflect the new demands in the most successful organization worldwide.

The study further recommends that KPC adopt the total involvement system instead of the partial approach. The former has shown to have positive effects on performance through increased success, enhanced teamwork, high morale, productivity and loyalty.

The study also recommends that KPC adopts the strategic training and development approach with its key principles of long term, and organization wide view instead of the current tactical approach. Strategic training and development by its very nature contributes to improved performance through high levels of competences, capacities knowledge and skill development for both long term and short term horizons.

It is also recommended that KPC institutionalizes the more open two way communication or the modern all round communication systems. This approach will work towards increased information sharing, which results in improved morale and motivation, loyalty and commitments among the employees.

Finally the study recommends that KPC undertake measures to design and redesign its reward approaches towards an integrative approach with both financial and non financial elements being taken into account. This will help improve performance by addressing the social, Psychological economic concerns of the employees. The all financial approach commonly used in the company had only the economic concerns being addressed.

5.5 Recommendation for Further Research

In the light of the finding this study recommends that further research be conducted on the effects of strategy training and development programs on employee productivity among the public corporation in Kenya. The empowerment program of training was found to have had most influences on performance while the performance attribute of productivity was found to have been the most influenced by the empowerment programs during the study.

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APPENDICES
APPENDIX I: LETTER OF TRANSMITTAL

George Matonda Akilimali
University of Nairobi,
Department of Extra-Mural
Studies
Tel: 0720292804
Email: akilig@yahoo.com
15/05/2014

To my Respondent,

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION

I am a postgraduate student at the University of Nairobi, carrying out a research study on effects of empowerment programs on employee performance among public sector corporations: A case of Kenya Pipeline Corporation headquarters, Nairobi County, Kenya.

The results of this study will assist policy makers in designing policies that will enhance management of employee empowerment in public sector corporations and the feedback obtained from respondents may be used as measurement scale to assess the success of employee empowerment in management of other organisations.

I humbly request that you kindly participate in this study by filling in the attached questionnaire appropriately. The information to be obtained will be purely for the research study and identity of respondents will be strictly confidential.

Thank you for your participation.

Yours faithfully,

George Matonda Akilimali.

APPENDIX II: QUESTIONNAIRE

Please answer all the questions in all the sections as indicated by either ticking or filling in the blank space provided

SECTION A. GENERAL BACKGROUND

1. Gender

Male [] Female []

2. What is your level of education?

Secondary [] College [] University [] Post graduate []

Other (specify).....

3. In which department do you work?

Human resources [] Marketing [] Production [] Finance and accounting []

Information technology [] Administration [] Research and development []

4. Level in the organization

Executive [] Managerial [] Supervisory [] Operational []

other (specify).....

5. How many years have you worked in this company?

1-4 [] 5-9 [] 10-14 [] 15-19 [] above 20 []

6. Age

18-25 [] 26-33 [] 34-40 [] 40-47 [] 47-55 [] Over 55 years []

SECTIOB B: EMPOWERMENT AND EMPLOYEE PERFORMANCE

7. How do you rate your current performance in the corporation?

High levels [] Moderate levels [] Low levels []

8. How do rate the performance of the corporation?

High levels [] Moderate levels [] Low levels []

9. Are there factors influencing your performance levels in the corporation?

Yes [] No [] Don't Know []

10. If yes, which of the following factors mostly influence your performance in the corporation?

Culture [] structure [] Environment [] Technological orientation []

Empowerment programs []

11. How do the empowerment programs influence your performance in the corporation?
 Positively [] Negatively [] Neutrally []
12. Which attribute of your performance is highly influenced by the empowerment programs?
 Productivity [] Quality [] Commitment [] Loyalty []
 Innovation [] Efforts [] Time [] Other specify []
13. Which of the following empowerment programs mostly influence your performance in the corporation?
 Involvement [] Training [] Rewards [] Communication []

SECTION C: EMPLOYEE PARTICIPATION/INVOLVEMENT PROGRAMS AND EMPLOYEE PERFORMANCE

14. Does your corporation have a stated employee involvement (Participation) program for use for its activities, operation and processes?
 Yes [] No [] Don't Know []
15. If yes, what is the type of the involvement program mostly used in the corporation?
 Total participation [] Partial participation [] Both total and partial []
16. Does the participation program affect your performance in the corporation?
 Yes [] No [] Don't Know []
17. If yes, what is the nature of the effect of the employee involvement program on your performance?
 Negative effect [] Positive effect [] Neutral effect [] No effect at all []
18. Briefly explain your response for question 17 above

19. To what extent does the nature of culture influence your appraisal process?
 Very high exten [] High exten [] Low exten [] Very low extent [] No extent at all []
20. How does the involvement program in use in the corporation affect your performance?

Results in more effectiveness [] Results in less effectiveness [] No influence on the effectiveness []

21. Briefly explain your response for question 20 above

22. List the ways in which the employee involvement practices in the corporation affect your performance and that of other employees.

i-----ii-----iii-----iv-----v-----

SECTION D: TRAINING AND DEVELOPMENT PROGRAMS AND EMPLOYEE PERFORMANCE

23. Does your corporation have a stated training and development program in use for its activities, operation and processes?

Yes. [] No [] Don't Know []

24. If yes what is the nature of the training and development program mostly used in the corporation

Strategic/ continuous [] Tactical/periodic [] both strategic and tactical []

25. Does the training and development affect your performance in the corporation?

Yes. [] No [] Don't Know []

26. If yes, what is the nature of the effect of the training and development program on your performance?

Negative effect [] Positive effect [] Neutral effect [] No effect at all []

27. Briefly explain your response for question 19 above

28. To what extent does the nature of technological orientation influence your appraisal process?

Very high extent [] High extent [] Low extent [] Very low extent []

No extent at all []

29. How does the current training and development program in use in the corporation affect your performance?

Results in increased performance [] Results in reduced performance [] No effect on the performance []

30. Briefly explain your response for question 29 above

31. List the ways in which the training and development program currently in use in the corporation influence the effectiveness of your appraisal and that of other employees

i-----ii-----iii-----iv-----v-----

SECTION E: REWARD SYSTEMS AND EMPLOYEE PERFORMANCE

32. Does your corporation have a stated reward system in use for its activities, operation and processes?

Yes. [] No [] Don't Know []

33. If yes what is the reward system mostly used in the corporation

Mostly financial [] Mostly non financial [] Both financial and non financial []

34. Does the reward system affect your performance in the corporation?

Yes. [] No [] Don't Know []

35. If yes, what is the nature of the effect of the rewards systems on your performance?

Negative effect [] Positive effect [] Neutral effect [] No effect at all []

36. Briefly explain your response for question 35 above

37. To what extent does the nature of reward system affect your appraisal process?

Very high extent [] High extent [] Low extent [] Very low extent []
No extent at all []

38. How does the current system of reward systems mostly in use in the corporation affect your performance?

Results in increased performance [] Results in reduced performance [] No effect on the performance []

39. Briefly explain your response for question 38 above

40. List the ways in which the reward systems currently in use in the corporation affect your performance and that of other employees.

i-----ii-----iii-----iv-----v-----

SECTION F: COMMUNICATION PROGRAMS AND EMPLOYEE PERFORMANCE

41. Does your corporation have a communication system in use for its activities, operation and processes?

Yes [] No [] Don't Know []

42. If yes, what is the kind of communication systems mostly used in the corporation?

Closed one way communication [] Open two way communication [] All round communication []

43. Do the communication systems affect your performance in the corporation?

Yes. [] No [] Don't Know []

44. If yes, what is the nature of the effect of the communication systems on your performance?

Negative effect [] Positive effect [] Neutral effect [] No effect at all []

45. Briefly explain your response for question 44 above

46. To what extent does the nature of communication system used in the corporation affect your performance?

Very high extent [] High extent [] Low extent [] Very low extent []
No extent at all []

47. How does the current system of communication mostly in use in the corporation your performance?

Results in increased performance [] Results in reduced performance []
No effect on the performance []

48. Briefly explain your response for question 48 above

49. List the ways in which the communication system currently in use in the corporation affect your performance and that of the other employees

i-----ii-----iii-----iv-----

SECTION G: GENERAL

50. Show your level of agreement with the statement that communication system/ programs affect the employee performance in the corporation

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

51. Show your level of agreement with the statement that training and development programs affect the employee performance in the corporation

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

52. Show your level of agreement with the statement that employee reward programs affect the performance of employee in the corporation

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

53. Show your level of agreement with the statement that employee participation programs affect the performance of employee in the corporation.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

THANK YOU FOR YOUR CO-OPERATION

INTERVIEW GUIDE

1. What is your level of performances in the company today?
2. What is the level of the company's performance in the industry?
3. What factor do you attribute the level of your performance and that of the company to?
4. Does the company have an empowerment program?
5. Mention the empowerment programs currently used by the company.
6. Does the empowerment program have an influence on your performance and that of the company?
7. What is the nature of the influence of the empowerment programs on your performance and that of the company?
8. Do you think there is need to change the empowerment programs currently use the company?

THANK YOU FOR YOUR CO-OPERATION