

**FACTORS AFFECTING EMPLOYEE EMPOWERMENT IN LOCAL
AUTHORITIES A CASE STUDY OF CITY COUNCIL OF NAIROBI**

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Research project submitted in partial fulfillment of the requirements for the award of Post
Graduate Diploma in Human Resource Management of the University of Nairobi.

2009

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DEDICATION

This research project is dedicated to my family, Danson R. Gakuya, Shannon G. Gakuya, Natalie W. Gakuya and my sister Jennifer W. Kabui who tirelessly supported, encouraged and motivated me throughout my studies.

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ABBREVIATIONS

| | |
|--------------|-------------------------------------|
| HRM | Human Resource Management |
| CCN | City Council of Nairobi |
| MDC's | Millennium Development Goals |

ABSTRACT

The study is to investigate the impact of employee empowerment on employee's productivity in the City Council of Nairobi. There were objectives of the study, research questions, and significance of the study, limitations, scope of the study and the conceptual framework which shows the relationship between the dependent and independent variables. The literature review of the subject matter, critical review and summary of the gaps to be filled have been extensively covered in chapter two of the report.

The researcher used descriptive research design in collecting the data from respondents. The researcher used simple stratified sampling procedure to select a sample that represented the entire population. The target population was 120 employees from City Council of Nairobi and sample size of 30 employees was selected. The researcher used questionnaires in collecting data that was analyzed quantitatively and qualitatively in chapter four of the study.

The study found out that training is a very important aspect in the implementation of a successful empowerment program as it provides an opportunity to inform employees about the goal of empowerment and also provide workers with the skills and knowledge needed to achieve those goals. Training also provides an opportunity to empower and motivate employees, reducing employee resistance and increasing the chances of empowerment success. Organizations must create conducive environment for communication within working groups as this is a fundamental mechanism through which members express their feelings. In this way, communication provides an avenue to release the emotional expression and for fulfillment of social goals.

CHAPTER ONE

1.0 INTRODUCTION

This chapter examines the background information to the study, the statement of the research problem and the purpose of the study. The research objectives, research questions, justification of the study, importance of the study and scope are also discussed.

1.1 Background of the study

Empowerment has been defined in numerous ways, but most authors agree that the core element of empowerment involves giving employees a discretion (or latitude) over certain task related activities (Bowen and Lawler, 1992; Conger and Kanungo, 1988; Schuessinger and Heskett, 1991). Randolph (1995) defines employee empowerment as "a transfer of power" from the employer to the employees. Blanchard et al. (1996) for instance argued that that empowerment is not only having the freedom to act, but also having higher degree of responsibility and accountability. This indicates that management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives. However, transferring power to the employees should be done with due diligence, at the same time the employees to whom the power is transferred to, must be held accountable for their actions. Accountability would instill discipline in utilizing scarce resources to benefit the organization and other stakeholders. Employee empowerment takes place through sharing information, autonomy in making decisions and improving intellectual capacity.

According to Wellins et al. (1991) proposed that an organization that empowers its employees will be able survive in the free economy. Mohammed et al. (1998) states that empowerment is a state of mind. An employee with an empowered state of mind experiences feelings of 1) control over the job to be performed, 2) awareness of the context in which the work is performed, 3) accountability for personal work output, 4) shared responsibility for unit and organizational performance, and 5) equity in the rewards based on individual and collective performance. "Cognitive model" of

empowerment, defines empowerment on a broad term with four components: choice, providing employee with genuine job enrichment and opportunities to have their voice heard, having real power for control and influence over work processes, which makes employees to be confident in discharging their duties. This model emphasizes that organization have no option except to empower their employees for survival, motivational, job satisfaction, increase efficiency and to be globally competitive. The "model of work team effectiveness" postulated by Cohen et al (1996) argued further that employee employees should be the primary focus for anyone trying to design effective self managing work teams in organization.

1.2 Statement of the Problem

One of the main characteristics of human resource management practice is the focus on the employee as a valuable asset. Today, to the production processes, the source of the organization's competitive advantage, the employee is no longer viewed as collective and dispensable but is increasingly viewed as an individual with proactive inputs. This necessitates the empowerment of this important input in order to achieve a higher level of performance. Hence despite the importance of employees' empowerment in organization's performance very limited efforts have been done by banking sector to empower its employees. Therefore this research study seeks to investigate the effects of employee empowerment in employee's productivity in banking sector with specific reference to Barclays Bank of Kenya.

1.3 Purpose of the Study

The purpose of this study is to ascertain the extent to which the City Council of Nairobi practices Employee Empowerment in their organization and how it impacts on service quality and employee satisfaction.

1.4 Objectives of the study.

The following specific objectives guided the study:

- i) To examine the effects of training on employees productivity in Nairobi City Council
- ii) To assess the effects of staff morale on employees productivity in Nairobi City Council
- iii) To determine the effect of communication on employees productivity in Nairobi City Council
- iv) To investigate the impact of Reward on employees productivity in Nairobi City Council

1.5 Research Questions

The study attempted to answer the underlying research questions:

- i) How does training affect employee's productivity in Nairobi City Council?
- ii) To what extent does staff morale on employee's productivity in Nairobi City Council?
- iii) What is the effect of communication on employee's productivity in Nairobi City Council?
- iv) How does Reward on employees productivity in Nairobi City Council?

1.6 Significance of the Study

The study will be significant to Nairobi City Council because they will be able to understand the effects of employees' empowerment on employee's productivity and be able to harness the positive aspects while seeking solutions for the negative effects

The study will provide the background information to research organizations and scholars who will want to carry out further research in this area. The study will facilitate individual researchers to identify gaps in the current research and carry out research in those areas

1.7 Delimitation of the study

The factors that will make the study successful are:

I work at the city council of Nairobi and hence I will be able to get first hand information pertaining to all the areas I need in the project. I also maintain a good working relationship with the employees hence they will be in a position to give any information I may require to finish my research.

1.8 Limitation of the Study

There were some respondents who were new in the City Council of Nairobi and did not understand the effect of empowerment on the employee's productivity. However, the researcher targeted respondents who had been in the City council of Nairobi for at least one year.

There were some respondents who did not provide full information for fear of being reprimanded by their managers for giving out information that they considered confidential. However the researcher had assured the respondents of the confidentiality of the information that they provided and sought authority from management to undertake research in the organization.

1.9 Assumptions of the study

The assumptions I have put in consideration in making the study possible are that the employees will give true and correct information throughout my research. I also expect the sample to represent the population from which it exists. I have put into assumption that time given will be enough for me to thoroughly and accurately present the information I will have acquired and finally that the data collection instruments have validity and are measuring the desired constructs.

1.10 Definition of significant terms

Empowerment

This refers to salary increments, leave allowance, off duty days, sick off etc.

Productivity

This is the measure of work done on a daily basis, overtime, time to accomplish tasks without supervision.

Attitudes

This is employees' behavior towards their superiors, co-workers, subordinate staff, and general public and towards their work

Communication

Data transmission among workers, flow of ideas, channeling of grievances, and inter-government cooperation.

Staff morale

Motivation factors such job enrichment, security of tenure, good working conditions, appreciation and recognition in the work place.

Team work

This means employees working together to share ideas and tasks. It includes involvement in activities to make work less cumbersome, team building and sharing skills and competencies

Accountability

Relates to honesty of employees as they perform their duties, integrity and responsibility in their work, working with minimal supervision or without and exercising due care and

diligence in their undertakings.

Staff training

This means imparting skills and knowledge to employees through short courses, on and off job training, apprenticeship, seminars, workshops and motivational talks.

1.11 Summary

Employees should always be involved in making decisions which affect their work. This is one of the strategies which can be used by management to motivate and retain employees in organizations. In empowering employees in organizations, management should consider external environmental forces, the strategy of the organization, the nature of the decision, the attitudes of the employees, the size and the growth rate of the organization and desire for dependence vis-a-vis interdependence. Employees' empowerment goes hand in hand with accountability. Accountability instills discipline and creates a sense responsibility among employees. Employees' empowerment should be used by management as one of the strategies in achieving organization objectives. Employee empowerment creates a high degree of commitment and reduces employee turnover. Management should trust their employees and encourage open communication in organizations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

In this chapter, literature, which is related to and consistent with the objectives of the study, is reviewed. Important theoretical and practical problems are brought out, relevant literature on the aspects pertaining to the effect of employee empowerment on employees productivity with specific reference to City Council of Nairobi. This chapter is divided into three parts i.e. review of past studies, critical review and summary.

2.2 Impact of employee empowerment on their productivity.

In this era of globalization there is need for employee's empowerment in organization so that employees will be in a position to make quick decisions and respond quickly to any changes in the environment. Organizations that are committed to employee empowerment are in a position to motivate and retain their employees although it's a complex management tool which needs to be nurtured and handled with a lot of care (Nick et al., 1994). Employee empowerment is a motivation technique that is designed to improve performance if managed properly through increased levels of employee's participation and self determination (Vecchio, 1995). Employee empowerment is concerned with trust, motivation, decision-making, and breaking the inner boundaries between management and employees as "them" verses "us" (Yehuda, 1998). Employee empowerment will lead to improving productivity, performance and job satisfaction (Nick et al., 1994). Employee empowerment has been associated with the concept of power, implying that power in organization should be re-shared from the top management to the lower management (Tulloch, 1993). The employee empowerment literature highlights that empowered workforce will lead to achieving a competitive advantage (Conger and Kanungo, 1988; Forrester, 2000; Quinn and Spreitzer, 1997; Sundbo, 1999; Thomas, 2000).

Conger and Kanungo (1988) suggest that, like the concept of power, employee empowerment can be viewed in two ways. First, as a relational construct empowerment, which implies the delegation of power. For instance Burke (1986) argued that "to empower implies the granting of power, delegation of authority". Similarly, Sewell and Wilkinson (1992) suggested that "for the use of the term empowerment' of members to be meaningful, there must be a genuine shift in the focus of power away from management and to the shop floor.

The Oxford dictionary defines the verb "empower" as "to enable". Thus, empowerment implies more than simply sharing power or authority and this is reflected in Conger and Kanungo's definition of empowerment. James Kouzes and Barry Posner (1993) give a concrete example of how a restaurant management empowered their employees by allowing them to quickly make decisions concerning their jobs and about customer satisfaction. The outcome was marvelous. Employees were in a position to make decisions quickly without going back to consult their bosses and the end result was that customer satisfaction was high because the employees were better placed to solve customer problems on their own and on the spot. Many organization development professionals also link employee empowerment to increased creativity (Senge, 1990; Wheatley, 1992; Weisbord, 1987). Pressures have increased on business, education, all organizations to become "learning organizations". Unless one is empowered, or empowers oneself, it is difficult to participate as a member of a learning organization.

Employee empowerment is a tool to enhance teamwork in organization (Parker, 1994). The individual and members of the teams should be empowered and by so doing, the organization would be able to achieve its objectives and this will make the organization in question to be competing with others in terms of human resource utilization. Ketchum and Frist (1992) empowering teams should be a central concept for managers who wish to improve their organization performance. Furthermore, Shipper and Manz (1992) argued that successful organization always strives to become one large empowered team.

Employee empowerment offers advantages to the organization and to its employees. Most employees to a certain degree appreciate the greater responsibility and decision making as one way of empowering them.

Wilkinson's (1998) postulates that psychologically, employee empowerment affects the employee's inner natures (e.g. attitudinal shaping), their expressed Behavior (e.g. information sharing) or both (e.g. self imaging). This form of empowerment is internal state of intrinsic motivation (Conger and Kanungo, 1988, Game et al., 1997; Wilkinson, 1998). Lee and Kol (2001) argued that psychological state of employees is very important in employees' progress. Thomas and Velthouse (1990) model depicted that employee empowerment is based on four dimensions or "task assessment" that affected a person's intrinsic motivation for the job at hand and these are: Meaningfulness; the meaning of a value of a task goal or purpose judged in relation to individuals own ideals of standards. Competence; competence is an individual's belief in his or her capability to perform task activities skillfully. Self determination (or choice); autonomy in the initiation and continuation of work Behavior and processes and impact. The perception of the degree to which an individual can influence certain outcomes of work. In order for the individual to be empowered, the person must experience all four dimensions of empowerment mentioned above. Those organizations which want to tap the benefits of employee empowerment need to create an environment that will foster the empowerment in their organization (Marc and Susan, 2000).

Malone (1997) asserts that, managers should act as coaches and help employees to solve problems in organization. Managers empower their subordinates by delegating responsibilities and assisting them when they have problems. This make subordinates to be more satisfied with their managers and in return, they will perform to the manager's expectations. Employees need to be assisted in the process of empowerment. Managers frequently use coaching as one of the strategies in making empowerment successful in organization. Participative management allows employees to participate in decision making process. A model of employee empowerment postulated by Mallak and Kurstedt

(1996) demonstrated that employee empowerment has been expounded upon the concept of participative management. The model has four elements which emphasize that in order for employee empowerment to take a strong foundation in organizations managers should, intrinsically motivated behavior leading to: internal justifications for their actions taken, whereby management releases some of their authority and responsibility to lower levels of the organization that deal directly with the product or service. Parker and Slaughter (1995) equated employee empowerment to management-by-stress strategy that pushes people and systems to the breaking point by forcing workers to do more. Lack of employee empowerment in organization is considered as a stressor to individual and members of the team. Management has a prerogative duty to ensure that stressors caused by lack of employee empowerment are minimized by encouraging employee empowerment. Employee empowerment is a management practice, which all managers should practice to improve organizational performance. Management needs to take into account the following facts to ensure that empowerment in their organizations is enhanced and nurtured

Employee empowerment significantly enhances job involvement, job satisfaction, career satisfaction and organizational commitment (Noorliza et al., 2006). Employee empowerment makes employees feel that they are valued in organizations and will create a high degree of job satisfaction and commitment. Employees are motivated by both intrinsic and extrinsic rewards.

At its simplest, productivity is about making an organization run more efficiently by improving the ratio between the inputs needed to achieve outputs. This can involve either minimizing the inputs used to produce a given level of outputs (cost minimization) or maximizing the level of outputs produced from a given number of inputs (cost efficiency).

Employees' empowerment is crucial for productivity to survive in this most competitive global market. McGregor (1956) proposed that employee productivity is a function of certain characteristics of the individual and their work environment viz $I \times F = P$ where: I is certain characteristics of the individual such as skills, knowledge, experience,

inherent intellectual and physical capabilities, motivation, attitudes, satisfaction and certain aspects of the work environment . E is the work environment and includes factors such as the nature of the job, rewards, leadership, organizational structure, and job and work design and management practices, and P is the productivity of an individual at work in an organization

Building further, a large body of research literature has developed around the testing of the hypotheses that employee attitudes and behaviors mediate the relationship between empowerment practices and organizational performance and that empowerment is associated with higher job satisfaction and improved productivity and performance. The repeated findings are essentially that empowerment factors such as job design, employee participation and involvement, health and well-being programs, flexible work time arrangements and multi-skilling do have positive effects on employee absence rates, job satisfaction, tardiness, commitment, motivation, effort and performance. In turn these things positively impact on productivity and performance.

Consequently, strategies to improve performance and productivity now routinely revolve around employees' empowerment and how work is organized and structured. Christian Grönroos, (2001) indicated that the high performance work system model emphasizes employee empowerment in organizational decision making that is supported by self-managed work teams and extensive sharing of financial and other performance information throughout the organization. Employees are encouraged to expand their skills, capabilities and versatility through more relaxed job descriptions; training and performance based pay and reward systems. The main features of empowerment management is , extensive training, performance appraisals and performance contingent remuneration structures, self managed teams, decentralized decision-making, information sharing, job autonomy and reduced status distinctions and barriers. Employee empowerment has been applied and tested most often in the private manufacturing sector, Grönroos, (2001).

The economic and labor market literature indicates that the higher investment in human

resources that is more typical of the employee empowerment is becoming more widespread in organizations that are competing in high value added product and service markets and for highly skilled knowledge workers. Organizations have truly discovered that to be truly responsive to customer needs employees need to be empowered to accommodate requests and to recover on the spot when things go wrong. This means giving the employees the desired, skills, tools, and authority to serve the customer. Empowerment alone is not enough as Grönroos (2001), puts it, empowering cannot function without simultaneously enabling employees so that they are prepared to take the responsibility that goes with the new authority. Enabling means that employees need support to be able to make independent decisions effectively in the service process.

A healthy cooperation amongst employees enhances customer satisfaction. A teamwork environment is a boost to the performance of employees following the challenging, frustrating, and frequently demanding nature of many services jobs. The stresses and strains encountered by the employees are alleviated by their team cooperation. By promoting teamwork an organization can enhance employees' abilities to deliver excellent service through encouraging the right attitude amongst employees creating team goals and rewarding teamwork. Henry and Coleman (1996) efficiency and effectiveness at job require that employees be supported internally with systems that align with their customer focus needs. The absence of customer focused internal support and customer-oriented systems, service quality delivery would be impossible. Ensuring that employees have adequate back-office staff, supportive customer oriented supervisors, and supportive teammates.

A way of encouraging supportive internal service relationships is by measuring and rewarding internal service, and acknowledging that everyone in the organization has a customer. Measuring customer perceptions of internal service quality and making improvements where necessary thereby developing an internal quality culture. Provide supportive technology and equipment: without the right technology employees can get frustrated and confused and as Grönroos (2001) explains, will eventually make bad

decisions. To carry out their jobs effectively and efficiently service employees need the right equipment and technology. There should be congruence between the service procedure and the supportive technology.

Quality service performance should be supported by internal procedures. The design of the internal procedures should align with the drive to provide quality service and not by the bureaucratic internal processes. Which means that companies need to transit from operational driven management systems to customer focused driven management. Considering that many services are delivered in real time, Zeithaml et al (2006) infer the human resource strategies of an organization is responsible for closing the gap (the difference between the customers' expectations of the service and the actual experience) in the service performance. Whereby a careful implementation of strategies implied is the way to delivering service quality through empowered staff.

2.3 Effects of training on employee output.

According to Kappelman and Prybutok (1995) empowerment is an effective strategy for promoting expertise. It creates an effective and safe environment within which individuals can acquire skills. Importantly, empowerment provides an opportunity for employees to apply new skills, which is likely to reinforce the values of personal development. It can be regarded as an effective means of improving skills and can be regarded as an effective strategy for managing knowledge in two respects: the provision of information systems and support from technical experts represents a systematic practice for disseminating knowledge through an organization; and enhanced decision-making responsibility has the potential to tap into employees' existing knowledge and skills, drawing on their personal experiences and ideas to improve the effectiveness of work systems. In other words, empowerment can be viewed as a means of eliciting or unlocking the knowledge possessed by an organization.

Training is a very important aspect in the implementation of a successful empowerment program as it provides an opportunity to inform employees about the goal of

empowerment and also provide workers with the skills and knowledge needed to achieve those goals. Training also provides an opportunity to empower and motivate employees, reducing employee resistance and increases the chances of empowerment success. Empowerment is a very important aspect and actually pays off because workers need to feel some sense of control over their work experience, and what motivates people is the feeling of having that fulfillment of needs. According to Pearson et al. (1995) employee involvement through teams such as self-manage teams, quality improvement teams, management teams, and executive steering committees allows organizations to benefit from the knowledge and skills the individuals bring to the organizational workplace. They emphasize the fact that employees at all levels should be charged to review and change their work processes in an effort to improve the overall quality of the finish product and services.

Rotating employees' jobs and responsibilities- Employees who are rotated are challenged to learn new skills and become proficient in them. In this way, they grow and become more valuable employees. With broader interests and more know-how, they aren't as likely to leave the company and look for another job. The practice of job rotation also makes the company more flexible—absentees do not seriously disrupt service and other productive activities. When an exceptional employee is asked to help the company as a trainer, the person serves as a role model for other employees. By showing enthusiasm, being patient and criticizing constructively, an experienced individual can quickly orient new employees and instruct them on what it takes to provide top service. Not only is service quality and speed achieved more quickly with such programs, busy supervisors are able to carry out their duties with less stress.

A growing feeling among industry leaders emphasizes education as the basis of empowerment. Empowering workers is a value which needs to be affirmed as more people seek to be included in our future economy. Most people see empowerment as a means of using their creative energies in the new environment of American business (Jasinowski, 1997, p. 2). Empowered workers are believed to have ownership of their

work process and a commitment to its continuous development. This suggests that empowerment can enable employers to improve the quality of employee performance by allowing them to make decisions about their work in the form of new ideas for production or ways to improve current work. Teamwork is believed to improve the effectiveness of employee problem solving and is a way to make workers feel more confident in their worth as individuals and employees

2.4 Staff morale and how it affects output

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It is a state of mind where there is confidence, courage and zeal among people united together in a common effort. Morale is commonly regarded as the extent to which employees feel inspired to perform their work, an attitude based on employee perceptions of their job or work environment. Empowerment is often thought to be a technique capable of generating improvements in worker morale by offering them greater control over what happens at work. For example, Hope and Muhlemann, (1998) claimed that empowerment can "tap into the enthusiasm and intrinsic sources of morale, thanks to increased variety and responsibility introduced in the job content and greater feelings of involvement and importance (Gu, Monachello and Baum, 1996). The alleged virtuous circle is completed with greater employee commitment resulting in reduced labour turnover (Goldsmith et al., 1997) and with improved customer service.

Of all the actions a company could take to improve employees morale, seven attributes have significant impact (The Writhlin Report 2001); Open communication channels with subordinates, an organization where an employee feels he or she can grow, competitive pay and benefits, a sense of accomplishment, a sense of security, the ability to make a difference, mutual success for company and employee. Empowerment is often thought to be a technique capable of generating improvements in worker morale by offering them greater control over what happens at work (Spector, 1986). Organizations may attempt to empower employees as part of a quality initiative in the hope that, among other things, levels of satisfaction will improve and absenteeism and turnover will decline. Autonomy may be defined as the degree to which one may make significant decisions without the

consent of others. At various levels of analysis we may look at the autonomy of individuals within an organization or the autonomy of organizations or subunits thereof. The focus of this study will be on the individual level, and employee, a manager or any other organizational member is relatively autonomous if he can make most of the important decisions relevant to his job without requiring permission from other people in the organization (Brock 2003).

According to Lerner and Lawrence (1965) they used autonomy as a "requisite task attribute" found and to promote morale lower absenteeism among employees. And giving front-line employees more decision-making autonomy was found to help the competitiveness of the firms (Nielsen and Pedersen, 2003) Hall, (1991) and Data et al (1991) defined the autonomy of an organization in terms of day-to-day freedom to manage. With the feeling of being valued and needed in the organization coupled with needs being taken care of, employees are more likely to stay with an organization. Also, with the cultivation of a service culture that benefits customer and employees, other external manifestations of success like market valuation and revenue growth are likely to follow. Organizations that make employees feel that they are customers of the firm by directing basic marketing strategies on them where the product offered is the employees job (with assorted benefits) and quality of work life and periodic internal marketing research assessment to evaluate levels of employee satisfaction and morale are more likely to retain their employees.

2.5 Communication and its linkage to productivity

To accomplish a change to an empowered environment, the first critical key is information sharing. An entrenched organizational bureaucracy will block change. Even if both managers and employees think empowerment is a valid idea, it will not occur unless management is willing to first share all critical information about the organization with its employees. People need information if they are to understand the desired direction. A powerful benefit of information sharing is trust. Employee empowerment programs are not the cure for all organizational problems but they can be a potent

organizational performance enhancer. Empowerment allows the employee to take a more active role in the success of the company. Empowerment alone is not enough. In order for an empowerment program to be successful, it has to have the full support of everyone in the company. Management resistance to efforts to change the hierarchical, chain-of-command managerial approach is a key factor in the success or failure of empowerment programs. The company needs to ensure that the systems are in place to completely support the empowerment (Houston & Talbot, 1996).

The process of empowering employees involves the establishment of a supportive communication climate. Supervisory personnel have the opportunity to set up and maintain an atmosphere of open communication through both their words and deeds.

Something as simple as a sincere word of encouragement or praise from a supervisor has been shown to foster and encourage subordinates' reciprocity of an open and honest dialogue with the supervisor and aid the employee in feeling empowered (Valerius, 1998). Revolution in communications and influence of Internet is already having a powerful impact on the life style of people and organizations as well. It is anticipated that changes and enhancements in communications will result in improved efficiency of the organization. Thus, the use of technology and other methods is considered a must to increase the effectiveness and efficiency of the communication process within any business project. In addition, it is a prerequisite to improve the organization's ability to manage information and improve teamwork approach (The Business Plan Taskforce Report 2002).

Yet, experts say that open communication is absolutely essential in the organization to reduce stress and defuse ambiguity and anger, since communication, like training, permeates all other peace promotion strategies. On the other hand, open communication tends to flatten out the organization and de-emphasize the hierarchy (Zollers and Callahan 2003). Nevertheless, open communication was found to be very closely related to worker empowerment, and both among other conditions were found to be important to ensure the success of the modern firm (Zollers and Callahan 2003). Organizations'

contemplating the implementation of employee empowerment, the management needs to develop and communicate definitions clearly; otherwise employees will not only challenge the inevitable ambiguity but may also develop their own definitions.

They also asserted that critical empowerment programs should be designed to enable those with little or no power to overcome whatever forms and source of domination that apply. The key factors to overcome the domination are: control over key resources, access to decision making process and the questioning of the fundamental legitimacy or organizational imperatives (Hill and Huq, 2004). Employees need to share in the vision of the company so as not to feel like outsiders, not knowing how their contribution to the organizations success fits into the big picture. Proper, frequent, and clear communication of organizational objectives and goals by especially top managers breeds commitment from employees aside from motivations of paychecks and other benefits.

2.6 Effect of rewards on employee output

In traditional hierarchical systems, a major determinant of an individual's pay is the type of work they do (Miles and Creed, 1995). A high involvement system requires a different reward system: one that rewards performance rather than the job per se (Lawler, 1992). Such rewards are termed incentives based on the outcomes of the employees' behavior rather than for specific behaviors (Fisenhardt, 1989). Incentives work to co-align employee preferences with those of the organization which reduces the risk of self-interested behavior. A company's reward and incentive structure is expected to give employees positive reinforcement for solving problems and pleasing customers (Hart et al., 1990). Pleasing customers or solving customers' problems can be publicized and held up as examples to inspire others (Hart et al., 1990). Spreitzer (1995), Hesterly et al (1990), Lawler (1990), and Miles and Creed (1995) argue that the role of incentives will help make managers more willing to involve lower level employees in decision-making, and enhance employees' concern for the success of their organization

For organizations where customer satisfaction is a goal in every service encounter

excellent and strong service performance and other dimensions should be measures of employee performance and a basis for reward. Miles and Creed (1995) stated that when employees are rewarded for accomplishments or the reaching of goals, they are inclined to play a part as well as contribute to other programs. The criteria for awards include initiative, cooperation and teamwork, dependability and doing more than expected. Awards may consist of a prize or an appropriate gift bestowed in front of their peers. While management usually chooses the recipient of an honor based on appraisals or excellence in customer service, sometimes employees themselves nominate and vote for the person they deem is most deserving. The awards need not be expensive; but should be accompanied by publicity such as posting the name on bulletin boards, placing names on plaques and sending letters to the home. By extending the criteria by which employee performance is judged, beyond the common and traditional methods of using sales, productivity and other dimensions, Organizations can encourage, measure and reward employees based on their excellent and strong service performance.

2.7 Effect of empowerment on employees' attitudes.

Kaplan (1991) suggests that employee empowerment often fails due to entrenched patterns and attitudes of employees. Most employees are hampered in accepting change because of philosophically entrenched patterns and self-limiting attitudes. People may believe they want greater freedom and responsibility but, after years of being restricted, may prove unwilling or unable to take advantage of it. However, there are several factors which might discourage employee's empowerment in organization; these include poor credibility of management, mistrust in management, fearing of losing jobs and employees being unwilling to take responsibility for their actions.

Lack of information management might decentralize resources in objective reality, but if employees are not informed that resources are available for their use (a perpetual reality), then access to resources will have little influence on feelings of empowerment (Spreitzer, 1996), nor will employees utilize these resources to effect desired organizational outcomes. Employee empowerment is also criticized that it increases the scope of

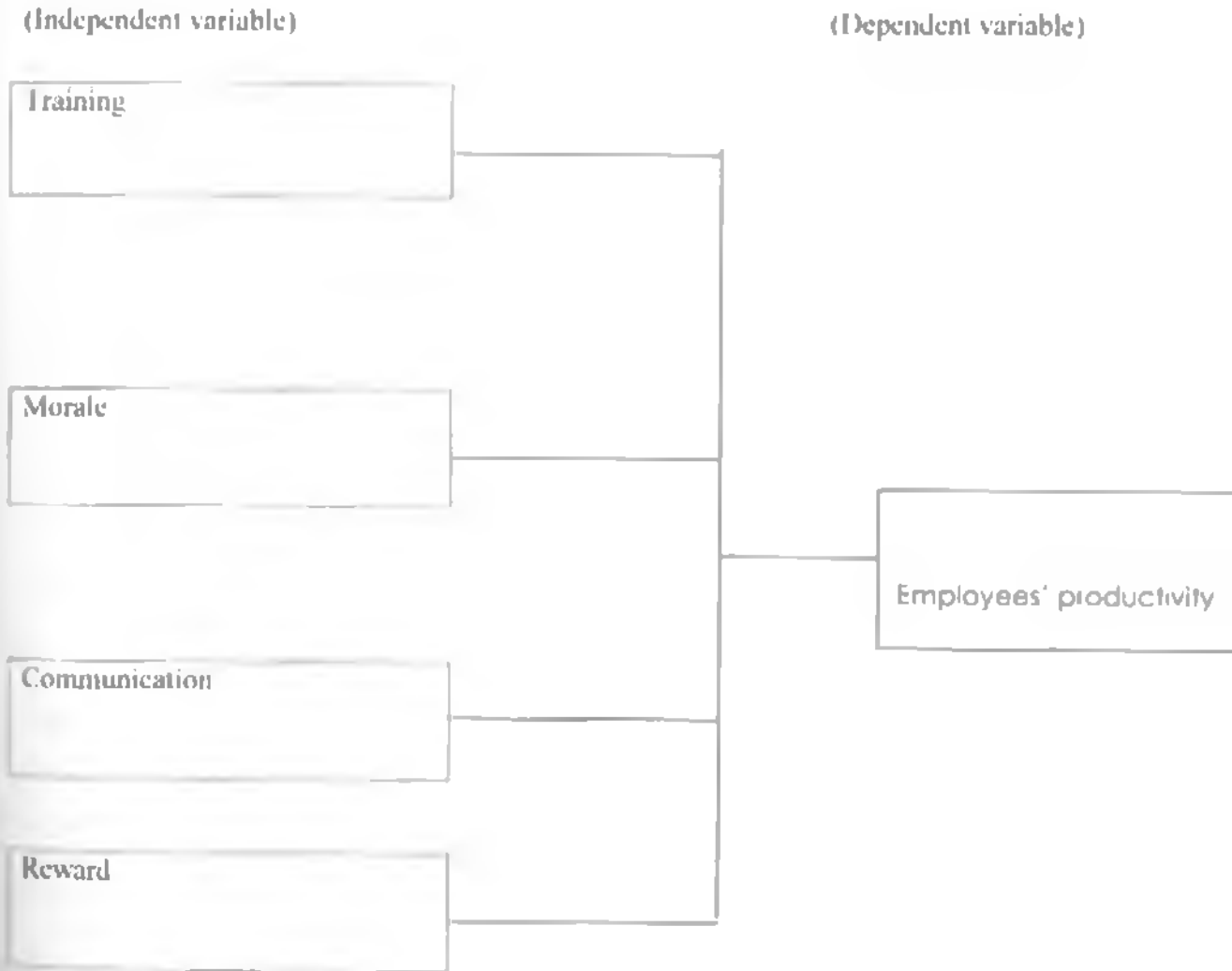
employee's jobs. This requires that employees should be properly trained to cope with wider range of tasks (Mohammed et al., 1998) Employee empowerment impacts negatively on recruitment process because it would ensure that employees recruited should have attitudinal characteristics and skills to cope with empowerment.

Employee empowerment is also criticized on the aspect of service delivery; it slows down the service delivery to the customers, simply because employee's attempts to individualize service for customers (Bowen and Lawler, 1992), thus reducing the overall productivity of the service. This would have negative effects on the customers and the organization at large. Empowerment is also criticized in the sense that managers may abdicate all responsibility and accountability for decision making to juniors and in case of accountability purposes employees might be punished for failures or mistakes which they are not the source and this makes them to flee away from employers.

2.8 Conceptual framework

The figure below shows the relationship between the independent variables and the dependent variables

Fig 1.1 Conceptual framework



Source: Author (2009)

2.8.1 Training

When employees learn that high-quality work is crucial to the success of the organization and to their own job security, they are likely to become more conscientious. Once they become fully aware of what is expected of them and how their efforts fit into the big picture, and then receive the skills to meet those demands, the quality of their work generally rises. Taking responsibility for the quality of mutual output enhances self-esteem, and positive self-esteem facilitates learning. The more the system gives practice in empowered teamwork, with training, feedback and opportunity for employees to apply new skills, the more empowered employees become.

2.8.2 Morale

It is a state of mind where there is confidence, courage and zeal among people united together in a common effort. Morale is commonly regarded as the extent to which employees feel inspired to perform their work, an attitude based on employee perceptions of their job or work environment. Empowerment is often thought to be a technique capable of generating improvements in worker morale by offering them greater control over what happens at work.

2.8.3 Communication

Open communication is closely related to employees empowerment. It is absolutely essential in the organization to reduce stress and defuse ambiguity and to convey instructions and tasks. On the other hand, open communication tends to flatten out the organization and de-emphasize the hierarchy.

2.8.4 Reward

Company's reward and incentive structure is expected to give employees positive reinforcement for achieving the set performance targets. This can be publicized and held up as examples to inspire others. On the other hand the role of incentives will help make managers more willing to involve lower level employees in decision-making, and

enhance employees' concern for the success of their organization.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter involved the methods the researcher used to collect the data for the study. These included research design, target population, sampling design, data collection instruments, data collection procedure and data analysis procedure.

3.2 Research Design

The researcher used descriptive research design in collecting the data from respondents. The design was preferred because it is concerned with answering questions such as who, how, what which, when and how much (Cooper and Schindler, 2001). A descriptive study is carefully designed to ensure complete description of the situation, making sure that there is minimum bias in the collection of data and to reduce errors in interpreting the data collected.

According to Kerlinger (1986) "research design is the plan and structure of investigation so conceived so as to obtain answers to research questions. The plan is the overall program of the research and includes an outline of what the investigator will do from writing of the hypothesis and their operational implications for the final analysis of data. Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity.

3.3 Target Population

The target population was 120 employees from three departments of City Council of Nairobi: Human resource department, Public relation Department, Town Clerk Office. This target population has been presented in the table below

Table 3.1 Target population

| Population category | Population frequency | Percentage |
|----------------------------|-----------------------------|-------------------|
| Administrative department | 10 | 10 |
| Human Resource department | 50 | 42 |
| City Planning department | 60 | 50 |
| Total | 120 | 100 |

Source: Author (2009)

3.4 Sampling procedure

According to Trochim (2005), Sampling is the process of selecting units (people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen.

The study adopted two sampling design, namely stratified random sampling and census. In census the target population has been categorized into groups as determined by different functions each group does. In stratified random sampling the population is divided into a number of parts according to characteristics chosen to be related to the major variables being studied. For this survey, the variable of interest is the employee's productivity in relation to empowerment. In this case the survey will use three strata, i.e employees in the departments Human resource, City planning, Administrative.

Table 3.2 Sample size

| Population category | Population frequency | Sample size | Percentage |
|---------------------------|----------------------|-------------|------------|
| Administrative department | 10 | 8 | 50 |
| Human resource department | 50 | 12 | 33 |
| City planning department | 60 | 10 | 17 |
| Total | 120 | 30 | 100 |

Source: Author (2009)

3.5 Methods of data collection.

Quantitative and Qualitative Data collection methods

The Quantitative data collection methods rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare, and generalize.

Quantitative research is concerned with testing hypotheses derived from theory and/or being able to estimate the size of a phenomenon of interest. Depending on the research question, participants will be randomly assigned to different undertakings. If this is not feasible, I will collect data from the various participants in order to statistically control their influence on the dependent, or outcome, variable. My intent will be to subject the research participants to a larger population. In my research I will employ probability

sampling to select participants.

Typical quantitative data gathering strategies will include:

- Observing and recording well-defined events (e.g., observing how employees adhere to time schedules at specified times of the day).
- Obtaining relevant data from management information systems
- Administering surveys with closed-ended questions (e.g., face-to face and telephone interviews, questionnaires etc).

Interviews

In Quantitative research (survey research), interviews are more structured than in Qualitative research.

In a structured interview, the researcher asks a standard set of questions and nothing more. (Leedy and Ormrod, 2001)

Face -to -face interviews have a distinct advantage of enabling the researcher to establish rapport with potential participants and therefore gain their cooperation. These interviews yield highest response rates in survey research. They also allow the researcher to clarify ambiguous answers and when appropriate, seek follow-up information. Disadvantages include impractical when large samples are involved time consuming and expensive. (Leedy and Ormrod, 2001)

Telephone interviews are less time consuming and less expensive and the researcher has ready access to anyone who has a telephone. Disadvantages are that the response rate is not as high as the face-to- face interview. The sample may be biased to the extent that people without phones are part of the population about whom the researcher wants to draw inferences

Questionnaires

Paper-pencil-questionnaires can be sent to a large number of people and saves the researcher time and money. People are more truthful while responding to the questionnaires regarding controversial issues in particular due to the fact that their responses are anonymous. But they also have drawbacks. Majority of the people who receive questionnaires don't return them and those who do might not be representative of the originally selected sample. (Leedy and Ormrod, 2001)

Questionnaires often make use of Checklist and rating scales. These devices help simplify and quantify people's behaviours and attitudes. A checklist is a list of behaviours, characteristics, or other entities that the researcher is looking for. Either the researcher or survey participant simply checks whether each item on the list is observed, present or true or vice versa. A rating scale is more useful when behaviour needs to be evaluated on a continuum. They are also known as Likert scales. (Leedy and Ormrod, 2001)

Qualitative data collection methods play an important role in impact evaluation by providing information useful to understand the processes behind observed results and assess changes in people's perceptions of their well-being. Furthermore qualitative methods can be used to improve the quality of survey-based quantitative evaluations by helping generate evaluation hypothesis; strengthening the design of survey questionnaires and expanding or clarifying quantitative evaluation findings. These methods are characterized by the following attributes:

- they tend to be open-ended and have less structured protocols (i.e., researchers may change the data collection strategy by adding, refining, or dropping techniques or informants)
- they rely more heavily on interactive interviews; respondents may be interviewed several times to follow up on a particular issue, clarify concepts or check the reliability of data

- they use triangulation to increase the credibility of their findings (i.e., researchers rely on multiple data collection methods to check the authenticity of their results)
- generally their findings are not generalizable to any specific population. rather each case study produces a single piece of evidence that can be used to seek general patterns among different studies of the same issue

Regardless of the kinds of data involved, data collection in a qualitative study takes a great deal of time. The researcher needs to record any potentially useful data thoroughly, accurately, and systematically, using field notes, and other suitable means. The data collection methods must observe the ethical principles of research.

The qualitative methods most commonly used in evaluation can be classified in three broad categories:

- **in-depth interview**
- **observation methods**
- **document review**

3.6 Validity and Reliability of Data Instruments

In order to obtain the full cooperation of the management in the undertaking of the research, specific interview questions were provided in advance for the review and approval. A number of six (6) questionnaires were issued to employees comprising of the Director, Chief Administrative Officer and clerical officer. In the three departments, the management was given freedom to select or identify the employees to be interviewed.

A period of two weeks was given for response and the selected employees are to be selected from top management as well as both middle level and lower level management.

3.7 Summary

The City Council offers a wide range of services that include the provision of: pre-primary and primary education, public health and sanitation, environmental protection

and management; roads drainage and security lighting; water supply and sewerage; urban planning and development control; urban public transport management; public housing; Fire services; community development; enforcement of City By-Laws; burial of destitute persons and provision of burial services and sites. The City Council of Nairobi is charged with the responsibility of urban management and service delivery to the citizens with the objective of securing sustainable development and ensuring all have access to good conditions of life. Evolution and substance of the strategies to undertake these responsibilities are based on the foundation of Council's vision "to be recognized as one of the most attractive cities of the world". This chapter identified the case study as the methodology for conducting the research, and provides the justification for utilizing that methodology. The specific procedures utilized in the research were also identified. The results of the research and the analysis of the research data are presented in chapter 4.

CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

4.2 Response Rate Analysis

Table 4.1 Response rate

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Responded | 25 | 83 |
| Did not respond | 5 | 17 |
| Total | 30 | 100 |

Source: Author (2009)

The study below shows the total number of the respondents who responded and those who did not responded. The total questionnaires that were distributed to the field were 30, and out of 30 questionnaires, 25 questionnaires were returned fully answered which represent 83% of the total questionnaires that were administered to the field. While 5 questionnaires which represent 17% were not returned, from the study it can be concluded that the response rate was good.

4.3 Quantitative analysis

4.3.1 Gender Analysis

Table 4.2 Gender

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Male | 15 | 60 |
| Female | 10 | 40 |
| Total | 25 | 100 |

Source Author (2009)

According to the above study the total number of males who responded was 60% while females were 40%. From the study it can be concluded that the number of males who responded were slightly high than the number of females.

4.3.2 Age analysis

Table 4.3 Age

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| 18-25 | 5 | 20 |
| 26-35 | 10 | 40 |
| 36-40 | 4 | 16 |
| 41-44 | 3 | 12 |
| 45-50 | 2 | 8 |
| 50 and above | 1 | 4 |

| | | |
|--------------|-----------|------------|
| Total | 25 | 100 |
|--------------|-----------|------------|

Source: Author (2009)

According to the study above 20% of the respondents were between the ages of 18-25, 40% were between the ages of 26-35 while 16% were between the ages of 36-40 12% were between 41-44 while 8% and 4% were between the ages of 45- 50 and 50 and above respectively. Based on the study it can be inferred that majority of the respondents were between the age of 26-35.

4.3.3 Highest level of education analysis

Table 4.4 Highest level of education

| Population category | Frequency | Percentage |
|----------------------------|------------------|-------------------|
| Secondary | 13 | 52 |
| College | 7 | 28 |
| University | 5 | 20 |
| Total | 25 | 100 |

Source: Author (2009)

The study above shows the level of education of various respondents. According to the study 20% of the total respondents were university graduates, 28% were college graduates while 52% were secondary school graduates. From the study it can be deduced that the majority of the respondents were university graduates.

Table 4.5 Marital status of respondents

| Marital Status | Frequency | Percentage |
|----------------|-----------|------------|
| Married | 6 | 24 |
| Single | 5 | 20 |
| Divorced | 4 | 16 |
| Widowed | 10 | 40 |
| Total | 25 | 100 |

Source: Author (2009)

The table above shows the marital status of various respondents in the study. According to the table 24% were married, 20% single, 16% divorced and 40% widowed. Based on the results from the study it can be deduced that the majority of the respondents were widowed.

Table 4.6 Period worked in City Council of Nairobi

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| 0-2 years | 4 | 16 |
| 3-5 Years | 10 | 40 |
| 6-8 Years | 6 | 24 |
| 9-11 Years | 3 | 12 |
| 12 and above | 2 | 8 |

| | | |
|--------------|-----------|------------|
| Total | 25 | 100 |
|--------------|-----------|------------|

Source author (2009)

Fig 4.6 Period worked in City Council of Nairobi

The study above shows the number of years that various respondents have worked in City Council of Nairobi. From the study 16% of the total respondents indicated that they have in the organization for a period of 0-2 years, 40% said that they been in the organization for a period of 3-5 years while 24% stated that they have been in the organization for a period of 6-8 years and 12% and 8% indicated that they have been in the organization for 9-11 years and 12 and above years respectively. Based on the study it can be concluded that the majority of the respondents have worked in the organization for a period of 3-5 years.

Table 4.7 Category of the respondents

| Population category | Frequency | Percentage |
|----------------------------|------------------|-------------------|
| Administrative department | 7 | 28 |
| Human Resource department | 10 | 40 |
| City Planning department | 8 | 32 |
| Total | 25 | 100 |

Source author (2009)

The study above shows the category of respondents. According to the study 28% of the total respondents were top level management, 40% middle level management while 32% were from lower level management. From the study it can be deduced that the majority of the respondents were from middle level management.

4.3.4 TRAINING

Table 4.8 Effect of training on employee productivity in City Council of Nairobi

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Yes | 22 | 88 |
| No | 3 | 12 |
| Total | 25 | 100 |

Source: Author (2009)

The study above shows the responses of the respondents on the effect of training on employee productivity. Based on the study 88% of the total respondents indicated that training affect employee productivity while 12% of the total respondents stated that training does not affect employee productivity. From the study it can be concluded that training affect employee's productivity.

Table 4.9 Extent of the effect of training on employee productivity in City Council of Nairobi

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Very high | 10 | 40 |
| High | 10 | 40 |
| Low | 5 | 20 |
| Total | 25 | 100 |

Source: Author (2009)

The study above shows the extent of the effect of training on employee productivity. Based on the study 40% of the total respondents indicated that the effect is very high,

40% stated that the effect is high while 20% said that the effect is low.

4.3.7 STAFF MORALE

Table 4.10 Effect of staff morale on employees productivity in City Council of Nairobi

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Yes | 15 | 60 |
| No | 10 | 40 |
| Total | 25 | 100 |

Source: Author (2009)

The study above shows the responses of the respondents on the effect of training on employee's productivity. Based on the study 60% of the total respondents indicated that training affect employee's productivity while 40% of the total respondents stated that training does not affect employee productivity. From the study it can be concluded that training affect employee's productivity.

Table 4.11 The level of staff morale in City Council of Nairobi

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Very high | 6 | 24 |
| High | 15 | 60 |
| Low | 4 | 16 |
| Total | 25 | 100 |

Source: Author (2009)

The study above shows the level of staff morale in City Council of Nairobi. Based on the study 40% of the total respondents indicated that the effect is very high, 40% stated that the effect is high while 20% said that the effect is low.

4.3.6 COMMUNICATION

Table 4.12 Effect of communication on employee's productivity in City Council of Nairobi

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Yes | 18 | 72 |
| No | 7 | 28 |
| Total | 25 | 100 |

Source: Author (2009)

The study above shows the responses of the respondents on the effect of communication on employee's productivity. Based on the study 72% of the total respondents indicated that communication affect employee's productivity while 28% of the total respondents stated that communication does not affect employee's productivity. From the study it can be concluded that communication affect employee's productivity.

4.3.5 REWARDS

Table 4.13 Effect of rewards on employee's productivity in City Council of Nairobi

| Population category | Frequency | Percentage |
|---------------------|-----------|------------|
| Yes | 20 | 80 |
| No | 5 | 20 |

| | | |
|--------------|-----------|------------|
| Total | 25 | 100 |
|--------------|-----------|------------|

Source: Author (2009)

The study above shows the responses of the respondents on the effect of rewards on employee's productivity. Based on the study 80% of the total respondents indicated that rewards affect employee's productivity while 20% of the total respondents stated that rewards does not affect employee's productivity. From the study it can be concluded that rewards affects employee's productivity.

Table 4.14 Are employees satisfied with current rewards being offered in City Council of Nairobi

| Population category | Frequency | Percentage |
|----------------------------|------------------|-------------------|
| Yes | 12 | 48 |
| No | 13 | 52 |
| Total | 25 | 100 |

Source: Author (2009)

The study above shows whether employees are satisfied with current rewards being offered in City Council of Nairobi. Based on the study 48% of the total respondents indicated that they are satisfied while 52% of the total respondents stated that they are not satisfied. From the study it can be concluded that employee's are not satisfied with current rewards being offered.

4.4 Qualitative analysis

The majority of the respondents indicated that when employees learn that high-quality work is crucial to the success of the organization and to their own job security, they are likely to become more conscientious. Once they become fully aware of what is expected of them and how their efforts fit into the big picture, and then receive the skills to meet

those demands, the quality of their work generally rises. Taking responsibility for the quality of mutual output enhances self-esteem, and positive self-esteem facilitates learning. The more the system gives practice in empowered teamwork, with training, feedback and opportunity for employees to apply new skills, the more empowered employees become.

The majority of the respondents stated that staff morale is a state of mind where there is confidence, courage and zeal among people united together in a common effort. Morale is commonly regarded as the extent to which employees feel inspired to perform their work, an attitude based on employee perceptions of their job or work environment. Empowerment is often thought to be a technique capable of generating improvements in worker morale by offering them greater control over what happens at work.

The majority of respondents stated that open communication is closely related to employee's empowerment. It is absolutely essential in the organization to reduce stress and defuse ambiguity and to convey instructions and tasks. On the other hand, open communication tends to flatten out the organization and de-emphasize the hierarchy.

The majority of respondents indicated that company's reward and incentive structure is expected to give employees positive reinforcement for achieving the set performance targets. This can be publicized and held up as examples to inspire others. On the other hand the role of incentives will help make managers more willing to involve lower level employees in decision-making, and enhance employees' concern for the success of their organization.

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CHAPTER FIVE

5.0 SUMMARY OF THE FINDINGS, CONCLUSION RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the answers to the research questionnaires derived from the study. It also concludes the study and covers the summary of the findings and recommendations.

5.2 Summary of the findings

The study found out that training is a very important aspect in the implementation of a successful empowerment program as it provides an opportunity to inform employees about the goal of empowerment and also provide workers with the skills and knowledge needed to achieve those goals. Training also provides an opportunity to empower and motivate employees, reducing employee resistance and increases the chances of empowerment success.

The research study found out that empowerment is a technique capable of generating improvements in worker morale by offering them greater control over what happens at work. For example, empowerment can "tap into the enthusiasm and intrinsic sources of morale, thanks to increased variety and responsibility introduced in the job content and greater feelings of involvement and importance. The alleged virtuous circle is completed with greater employee commitment resulting in reduced labour turnover and with improved customer service.

The study also found out that to accomplish a change to an empowered environment, the first critical key is information sharing. An entrenched organizational bureaucracy will block change. Even if both managers and employees think empowerment is a valid idea, it will not occur unless management is willing to first share all critical information about the organization with its employees. People need information if they are to understand the

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desired direction

The study found out that in organizations where customer satisfaction is a goal in every service encounter excellent and strong service performance and other dimensions should be measures of employee performance and a basis for reward. When employees are rewarded for accomplishments or the reaching of goals, they are inclined to play a part as well as contribute to other programs.

5.3 Answers to Research Questions

5.3.1 How does training affect employee productivity in City Council of Nairobi?

The majority of the respondents indicated that when employees learn that high-quality work is crucial to the success of the organization and to their own job security, they are likely to become more conscientious. Once they become fully aware of what is expected of them and how their efforts fit into the big picture, and then receive the skills to meet those demands, the quality of their work generally rises. Taking responsibility for the quality of mutual output enhances self-esteem, and positive self-esteem facilitates learning. The more the system gives practice in empowered teamwork, with training, feedback and opportunity for employees to apply new skills, the more empowered employees become.

5.3.1 How does staff morale affect employee productivity in City Council of Nairobi?

The majority of the respondents stated that staff morale is a state of mind where there is confidence, courage and zeal among people united together in a common effort. Morale is commonly regarded as the extent to which employees feel inspired to perform their work, an attitude based on employee perceptions of their job or work environment. Empowerment is often thought to be a technique capable of generating improvements in worker morale by offering them greater control over what happens at work.

5.3.1 How does communication affect employee productivity in City Council of Nairobi?

The majority of respondents stated that open communication is closely related to employee's empowerment. It is absolutely essential in the organization to reduce stress and defuse ambiguity and to convey instructions and tasks. On the other hand, open communication tends to flatten out the organization and de-emphasize the hierarchy.

5.3.1 How do rewards affect employee productivity in City Council of Nairobi?

The majority of respondents indicated that company's reward and incentive structure is expected to give employees positive reinforcement for achieving the set performance targets. This can be publicized and held up as examples to inspire others. On the other hand the role of incentives will help make managers more willing to involve lower level employees in decision-making, and enhance employees' concern for the success of their organization.

5.4 Achievements

The study concludes that employees should always be involved in decisions which affect their work and, it is one of the strategies which can be used by management to motivate and retain employees in organizations. In empowering employees in organizations management should consider external environment forces, the strategy of the organization, the nature of the decision, the attitudes of the employees, the size and the growth rate of the organization and desire for dependence vis-à-vis interdependence employees' empowerment goes hand in hand with accountability. Accountability instills discipline and creates sense of responsibility among employees. Employees' empowerment should be used by management as one of the strategies in achieving organization objectives. Employee empowerment creates a high degree of commitment and reduces employee turnover. Management should trust their employees and encourage open communication in organizations.

5.5 Recommendations

The organization must award all employees fairly and equally for their efforts in the organization. The organization must also develop a variety of rewards apart from salaries like taking the best performing employees for further studies, giving them gifts, promotion on merit, time offs, insurance covers, certificates, bonuses, recommendation letters, house allowances, medical allowances and compensation in case of accidents.

The organizations must create conducive environment for communication within working groups to take place as this is a fundamental mechanism which members express their feelings, in this way communication provides an avenue to release the emotional expression and for fulfillment of social goals. Communication also facilitates decision making by gathering and providing the information that individuals and groups need to make decision

5.6 Suggestion for further research

Due to the limiting factors stated above in this study, it was not possible to carry out a comprehensive research on this area. Therefore this area needs further research

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APPENDIX I

RESEARCH QUESTIONNAIRE

BACKGROUND- General Information

1. What is your Gender?

Male ()

Female ()

2. What is your age?

Between 18-25 ()

Between 26-35 ()

Between 36-40 ()

Between 41-above ()

3. What is your highest level of education?

Secondary ()

College ()

University ()

Others () specify

4. What is your marital status?

Single ()

Married ()

Widowed ()

Divorced ()

5. For how long have you worked in the City Council of Nairobi?

1-2 Years []

3-5 Years []

6-8 Years []

9-11 Years []

12 and above []

6. In which respondent category are you?

Managerial staff ()

Non managerial staff ()

TRAINING

7. Does training affect employee productivity in the City Council of Nairobi?

Yes () No ()

8. To what extent does training affect employee productivity?

Very high () High () Low ()

9. How does training affect employee productivity?.....
.....
.....

STAFF MORALE

10. Does staff morale affect employee's productivity in the City Council of Nairobi?

Yes () No ()

11. How would you rate the level of staff morale in City Council of Nairobi?

Very high () High () Low ()

12. How does staff morale affect employee productivity in City Council of Nairobi?.....
.....
.....

COMMUNICATION

13 Does communication affect employee productivity in City Council of Nairobi?

Yes () No ()

14 How does communication affect employee productivity in City Council of Nairobi?.....

.....

REWARDS

15 Do rewards affect employee productivity in City Council of Nairobi?

Yes () No ()

16 Are the employees satisfied with the current rewards being offered by the City Council of Nairobi?

Yes () No ()

17 How do rewards affect employee productivity in the City Council of Nairobi?.....

.....

Thank you for your co-operation

Annie Muthoni

