THE RELATIONSHIP BETWEEN EMPOWERMENT AND MOTIVATION OF SUPERVISORS IN MULTI-NATIONAL PETROLEUM FIRMS IN KENYA

BY

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DECLARATION

STUDENT'S DECLARATION

This project is my original work and has not been submitted for a degree in any other university.
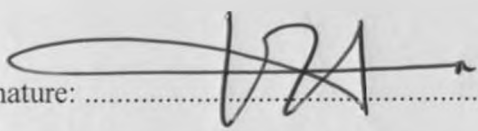
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SUPERVISOR'S DECLARATION

This Management Project has been submitted for examination with my approval as the University Supervisor.

Signature: ....Date........ 12/11/2010 ....

DUNCAN OCHORO,

LECTURER.

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DEDICATION

To my loving parents Joseph Sibota and Peris Magoma.

To my dear wife Joscah Kerubo.

To my ever smiling son Ray Mageto.

ABSTRACT

The main objective of the study was to determine the relationship between empowerment and motivation of supervisors in multi-national firms in Kenya. The research problem was that despite the important role played by supervisors in organizations supervisors in the sector have not been fully empowered to carry out their duties.

The research was conducted using survey research design. The target population consisted of all the 280 supervisors in all the multi-national petroleum firms based in Nairobi. The sample consisted of 84 respondents i.e. 30% of the supervisors in the sector. Questionnaires were used for collecting primary data. The method of administering the questionnaire was drop and pick. Data collected from respondents was both quantitative and qualitative. The data was analyzed using SPSS. Out of the 84 questionnaires distributed for this research, 58 useable questionnaires were returned giving a response rate of 70%, which was considered satisfactory for subsequent analysis.

This research has shown that the level of supervisor motivation in the multinational petroleum firms in Kenya is determined by their level of empowerment. The study has also shown that strategies such as equipping supervisors with relevant skills through training, delegation of some duties to supervisors, effective communication channels within the organization, access to useful information for decision making, respect from superiors, involvement of supervisors in decision making, support from management and other forms of empowerment positively affect motivation of supervisors in the multi-national petroleum firms in Kenya. However, it is possible that these findings may not be replicated in local petroleum firms in Kenya such as National Oil Cooperation, KenolKobil. I therefore recommend that similar study be done to determine the relationship between empowerment and motivation of supervisors in the locally owned petroleum firms.

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I am indebted to my loving parents Joseph Sibota and Peris Magoma for their love and for ensuring that I earned the education I needed for life. You brought me up through hardship and did all parents could do to a son. Your presence in my life a continous source of security, inspiration and belonging. Thank you and may God sustain you. I am equally indebted to all my beloved brothers and sisters: Geofery, Michira, Rael, Pamela, Loise, Shem, Jephtah, Josphat and Kivon. Thank you for making our family what it is. A place for all of us.

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TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

A-LEVEL   Advanced level – Immediately superior to O-level

CCN   City Council of Nairobi

CIPD   Chartered Institute of Personnel and Development

KASNEB   Kenya Accountants and Secretaries National Examinations

Board

MBO   Management by objectives

MNCs   Multi-national companies

NGOs   Non-Governmental Organizations

O-LEVEL   Ordinary level - Equivalent of Kenya Certificate of Secondary

Education

QC   Quality Circles

SPSS   Statistical Package for Social Sciences

UONP   University of Nairobi Press

LIST OF TABLES AND FIGURES

ix

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizations these days operate in a more competitive and ever-changing environment. There is a significant change in the way business is done today. These changes include globalization, new technology, emphasis on quality and performance contracting. In response to these changes, organizations have shifted from the bureaucracies and hierarchies in an attempt to improve and produce at a lower cost, with better quality, and at a faster pace than the competitor (Gumato, 2003).

Recently, however, organizations have realized that bureaucracies "limit people and bureaucratic people limit themselves and their organizations" (Gumato, 2003). Organizations therefore have to empower their employees to ensure quick and quality service to customers. For instance they need training to be equipped with relevant skills, effective communication channels and proper information systems for job related decision making (Odongo, 2006). All programs highlighted above are aimed at creating a motivated workforce. A motivated workforce requires minimum supervision, is productive and makes decisions that make sense in the company's overall strategic plan.

1.1.1 Employee empowerment

Empowerment refers to the management practice of sharing information and decision making with employees so that they can take initiative and make decisions to solve problems and improve service delivery and performance (Plunkett, 2008). Employee empowerment is therefore providing workers

with the skills and authority to make decisions that would traditionally be made by superiors (Gomez-Mejia, 2010).

The notion of empowerment has a particular relevance in the context of human resources management (Price, 2007). According to Gomez-Mejia (2010), employee empowerment can encourage employees to be creative and take risks, which are key components that give a firm a competitive edge in a fast-changing environment. Employee empowerment is believed to enhance the willingness and ability of employees to contribute to the achievement of their organizational goals, and the levels of commitment and engagement that are expected to lead to high performance (Margaret, 2008).

Employee empowerment entails employee training, employee participation and involvement, creating effective channels of communication in an organization, delegation of responsibilities to subordinates among other programs of empowerment (Margaret, 2008). Empowerment involves providing the workforce with greater flexibility and more freedom to make decisions relating to work. Empowerment is generally associated with the concept of power, thereby implying that power is redistributed by those in senior positions to those in subordinate positions (Tulloch, 1993).

Empowered employees have access to the right information at the right time for decision making. Empowered employees experience the least conflicts in the workplace because they are able to control their own environment (Nykodymet et al, 1994). Empowered employees have greater sense of job satisfaction, motivation and organizational loyalty (Mullins and Peacock, 1991). Employee empowerment develops positive superior – subordinate relationship. More specifically, empowerment promotes employee wellbeing, enables employees to make decisions, harnesses the talents and efforts towards performance, assumes risks, participates and takes actions, provides

employees with a sense of personal and professional balance, results in personal growth since the whole process enlarges their feelings of confidence and self-control, enables employees to and achieve their full potentials enhances confidence and self-esteem, makes employees feel that they are in control, and promotes productivity hence increases potential for promotions and job satisfaction (Lwangasi, 2008).

To managers, empowerment gives more freedom to dedicate their time to more useful activities such as corporate decision making and policy formulation. To employees, empowerment increases their potential for promotion, results in personal growth and enlarges their feeling of confidence (Wilson, 2005). To the organization, empowerment leads to improved economic performance, cost control and quality improvement (Psoinos and Smithson, 2002).

1.1.2 Employee motivation

Motivation can be defined as the act of making somebody want to do something, especially something that involves hard work and effort (Oxford advanced Learner's dictionary, 7th edition. According Lussier (2008), motivation refers to the willingness to achieve organizational objectives or to go above and beyond the call of duty. Nzuve (2007) defines motivation as the individual internal process that energizes, directs and sustains behavior. Nzuve also defines motivation as the willingness to exert high levels of effort to achieve organizational goals, conditioned by the ability to satisfy some individual need.

Motivated employees are linked to high performance while de-motivated ones are usually linked to low performance. Employees who are motivated are more productive, are loyal to their organization, are present for duty, observe order, are punctual to work, and don't leave their organizations for

other employers. De-motivated employees are less productive, go on strike, are usually absent from work, invoke grievance procedures and eventually leave their organizations. This connection between motivation and performance serves to drive managers towards motivating their employees in an attempt to engender positive attitudes and improve performance (Beardwell et al, 2004).

Various factors influence the level of employee motivation. Herzberg (1966) looked at the causes of job satisfaction and dissatisfaction in an attempt to fully understand what motivates people at work and from his research proposed a 'two factor' theory. These two factors were motivators and hygiene factors. Motivators were such things as a sense of achievement, an opportunity for personal growth, the sense of having a job well done, having responsibility, and achieving recognition for work done. Hygiene factors included such things as money, working conditions, job security, company policy, and the quality of supervision and interpersonal relations.

1.1.3 Empowerment and motivation

"You want motivated workers?" asked Peter C. Fleming, Vice President of Prudential Insurance Company. "Just empower them and you will see what motivation and ownership means" (Plunkett, 2008). There is a strong positive relationship between empowerment and motivation. In fact empowerment is almost synonymous to motivation. Empowered employees have greater sense of job satisfaction, motivation and organizational loyalty (Mullins and Peacock, 1991). Ownership and trust, along with autonomy and authority, becomes a motivational package. From this experience, empowerment programs are intended to produce motivated employees. Hence, managers should empower their employees through such programs such as training, allowing participative leadership and availing the required resources in a bid to create a motivated workforce.

4

1.1.4 Petroleum industry in Kenya

Petroleum is Kenya's major source of commercial energy and has over the years accounted for about 80% of the country's commercial energy requirements (Petroleum Institute of East Africa, 2005). The industry has two key players: The government of Kenya and the private sector. The government is represented by the Kenya Petroleum Refineries Ltd, Kenya Pipeline Ltd, National Oil Cooperation of Kenya and the Kenya Railways Cooperation.

Prior to liberalization in October 1994, the industry was dominated by pervasive government participation. The government monopolized virtually all aspects of supply, storage, and transportation, while marketing was done by the private sector through seven marketing companies (Kimuyu et al, 2002). During this time, the government, in consultation with the oil marketers, fixed consumer prices for petroleum products in the country. National Oil Cooperation of Kenya had the mandate to furnish 30% of the country's crude oil requirements and the Kenya Pipeline Limited enjoyed the monopoly for transportation and storage of petroleum products from Mombasa to Nairobi (Petroleum Institute of East Africa, 2005).

After liberalization, the situation drastically changed. The prices for all petroleum products were decontrolled by the government allowing the forces of demand and supply to determine the market prices. More entrants were allowed into the industry and allowed full participation in the petroleum industry business in Kenya. The petroleum marketers were allowed to either import directly or process crude oil at the Kenya Petroleum Refineries Limited. National Oil Cooperation of Kenya's mandate to supply 30% of crude oil requirements to the country was revoked, and the monopoly enjoyed by Kenya Pipeline Limited for transportation and storage of oil products from Mombasa to Nairobi was revoked (Petroleum Institute of East Africa, 2005).

Multi-national petroleum firms are characterized by the globalization of its management systems, perspectives and approaches to strategic decisions. In essence, MNC's profits are maximized across the world as a whole, regardless of the location of various activities, the whereabouts of head office or the nationality of its management. The resources are allocated to the areas that yield the highest return (Sauders, 2007).

The main players in the multi-national petroleum sector in Kenya Total Kenya, Shell BP, and Oilbya. Due to the growing demand for quality service, these international petroleum firms are faced with the task of adopting modern management programs to ensure they remain competitive and relevant in the countries they operate. In response to these changes, organizations have shifted from the bureaucracies and hierarchies in an attempt to improve and produce at a lower cost, with better quality, and at a faster pace than the competitor (Gumato Ukur, 2003). Traditionally, MNC's are managed from their countries of establishment i.e. headquarters or head office. Therefore, major decisions are made from their headquarters for example France for Total Kenya, Dutch for Shell, Libya for Oilibya and South Africa for Engen. For effective service delivery the international petroleum firms operating in Kenya have to empower their local managers.

1.2 Statement of the Problem

Modern organizations place a high premium on employees as a means to achieving organizational goals. Many organizations are concerned with what should be done to achieve sustained high levels of employee motivation for maximum performance. However, not much has been done to motivate supervisors in most organizations. Supervisors belong to a group of employees without official identity in most organizations. They are not usually considered to be part of management yet they are not fully accommodated in the category of other ordinary employees. Their position in most

organizations is amorphous. They act as a link between employees and management. The overall research problem is that despite the important role played by supervisors in organizations, they have not been fully empowered to carry out their duties. Most of them are not motivated. One of the many ways of creating a motivated workforce is through empowerment (Armstrong 2006). Many organizations have not fully adopted appropriate employee empowerment programs (Odongo, 2006).

Evidence from reviewed literature suggests that empowered employees enjoy high levels of motivation. Studies done in Kenya clearly indicate that employee motivation is an issue that needs considerable attention in order for organizations to achieve sustainable performance. Odongo (2006) carried out research on employee empowerment programs among international NGOs in the public health sector. The findings indicated that international NGOs in Kenya adopted employee empowerment programs such as orientation, staff training and development issues. While the findings were focused on employee empowerment, no link was made to employee motivation. Lwangasi (2008) investigated the relationship between empowerment and job satisfaction. Lwangasi found a compelling relationship between empowerment and job satisfaction. Though it maybe argued that job satisfaction is related to employee motivation, the study did not focus on motivation as an area that needed independent research. Tsala Bakari (2008) conducted research on the relationship between employee empowerment and performance in the City Council of Nairobi. Tsala found a strong correlation between empowerment and performance. Though performance is generally regarded as a direct indicator of employee motivation, no research has been done to establish the actual relationship between empowerment and employee motivation. What is more, the localization of the study in the City Council of Nairobi is likely to limit generalization of findings to other sectors. Kiilu (2008) carried out research to determine the factors which lead to employee motivation at the Kenya polytechnic University College.

The success of multinational petroleum firms in Kenya depend on the extent of motivation of its employees. The motivation needed to facilitate service delivery in this sector is pegged on the level of employee empowerment. From the few mentioned studies, it is evident that no study known to the researcher has been carried out to establish the actual relationship between empowerment and motivation of supervisors in the multinational petroleum firms in Kenya. Even in the implied research works highlighted above, the findings can not be replicated in multinational petroleum firms in Kenya.

1.3 Research objective

To determine the relationship between empowerment and motivation of supervisors in the multi-national petroleum firms in Kenya.

1.4 Importance of the study

The findings from this study are expected to contribute immensely to theory and practice in human resource management and the large discipline of management in general.

For research and scholarship, this study is expected to generate useful literature on empowerment and motivation for reference to other researchers and readers in general. It is the only study, as far as the researcher is concerned, that has focused on empowerment and employee motivation of first-line managers in the multi-national petroleum sector in Kenya.

The study is also expected to suggest significant policy statements through its recommendations. The study will make recommendations on various employee empowerment programs such as staff training, effective communication channels, employee participation and involvement, team work and

employee-employer relations. Such recommendations could inform policy formulations in the multi-national petroleum sector in Kenya and other organizations. By extension, policies formulated will deal with low motivation among managers and other employees in this sector leading to better management of the sector.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews literature on empowerment and motivation. It also highlights on the link between empowerment and motivation and the theoretical framework for the study.

2.1 Empowerment

According to Plunkett (2008), empowerment is the management practice of sharing information and decision making with employees so that they can take initiative and make decisions to solve problems and improve service and performance (Plunkett, 2008). Many firms have reduced employee dependency on superiors, placing more emphasis on individual control over the works that needs to be done. In essence, the process of empowerment entails providing workers with the skills and authority to make decisions that would traditionally be made by superiors (Gomez-Mejia, 2010).

Organizations have realized that empowerment has numerous benefits both to the individual, management and the organization. Empowered employees have access to the right information at the right time for decision making. Empowered employees experience the least conflicts in the workplace because they are able to control their own environment (Nykodymet et al, 1994). Empowered employees have greater sense of job satisfaction, motivation and organizational loyalty (Mullins and Peacock, 1991). Employee empowerment develops positive superior – subordinate relationship.

To managers, empowerment gives more freedom to dedicate their time to more useful activities such corporate decision making and policy formulation. To employees, empowerment increases their

potential for promotion, results in personal growth and enlarges their feeling of confidence (Wilson, 2005). To the organization, empowerment leads to improved economic performance, cost control and quality improvement (Psoinos and Smithson, 2002).

2.2 Employee Empowerment Programs

Empowerment occurs when individuals in organizations are given autonomy, authority, trusted and given a chance to break the rules in order to get on with the job (Plunkett, 2008). Organizations have identified various programs aimed at empowering their workforce. These programs include training, information sharing, putting up of effective communication channels, employee participation and involvement in decision making, delegation, decentralization of tasks, minimization of bureaucracies, and developing relationships based on mutual trust and respect (Plunkett, 2008).

Training is the planned and systematic modification of behavior through learning events, programs and instructions which enable individuals to achieve the levels of knowledge, skills and competence needed to carry out their work effectively (CIPD, 2001). Training is an important aspect of empowerment because it improves both the employee and the organization. According to Wilson, P. (2005), training should be related to the present job and applied to the requirements of the workplace. If training is done with little regard to the needs of the organization, managers are likely to lack the right skills in performing their duties and this is likely to lead to low motivation.

Communication is the process by which information is transmitted between individuals and /or organizations so that an understanding produces results (Saleemi, 2008). Communication is an important aspect of empowerment because it fosters motivation by clarifying what is to be done, how it is to be done, and what can be done to improve performance (Nzuve, 2007). According to

11

Saleemi (2008) effective communication in an organization exists when the following four situations are in place: a person (sender or transmitter) desirous of passing some information, another person (receiver) to whom the information is to be passed on, the receiver partly or wholly understands the message passed on to him/her, the receiver responds to the message, i.e. there is some kind of feedback. If effective communication channels are not in place, there is likely to be confusion leading to low motivation among managers and this will affect the entire organization in the long run. It is therefore very necessary to determine the extent to which organizations have established and maintained effective communication channels and its impact on management motivation.

Information refers to a collection of facts organized so that they have additional value beyond the value of the facts themselves (Stair & Reynolds, 2008). According to Stair & Reynolds, (2008), managers need an effective information system in order to be effective managers. Information is a significant resource to any organization. Management access to information pertaining to the organization is a significant aspect of empowerment because managers need information in order to make informed business decisions in the course of their duty.

Delegation refers to the act of giving somebody in a lower position than yours part of your work, power or authority (Advanced Learners Dictionary, 7th Edition). Plunkett (2008) defines delegation as the downward transfer of formal authority from one person to another. In delegation, superiors pass authority to subordinates to facilitate the accomplishment of work. Delegation is a significant aspect of empowerment because superiors get a chance to concentrate on critical concerns as subordinates have more enriched jobs, develop new skills and demonstrate potential for additional responsibility and promotions. According to Bateman & Zeithaml (1990), effective delegation occurs when it is accompanied by shared information, needed training and relationship based on

mutual trust and respect. Also, the superior should make the subordinate accountable for achieving results. However, the ultimate responsibility and accountability rests with the superior doing the delegating. If delegation is not done in the right manner, those delegated to may dread it leading to low motivation.

Decentralization of tasks ensures that employees work in fields in which they have sufficient knowledge. This increase confidence and at the same time enables employees to refine their skills as well as discover talent. Decentralization of tasks also increases democratic space hence employee participation in decision making, increases accountability and responsibility that ensures employees solve problems by themselves instead of waiting for a higher authority (Kasneb News line, 2009).

Modern organizations have started to embrace the concept of flatter organizations. These are organizations where unnecessary approval stages have been greatly reduced to facilitate quick service delivery within the organizations. Having many unnecessary approval stages in decision making delays service delivery and discourages employees due to cumbersome authorization process before starting any project (Kasneb News line, 2009). These complicated bureaucracies also lead to low motivation among employees.

2.3 Motivation

Motivation can be defined as the act of making somebody want to do something, especially something that involves hard work and effort (Oxford advanced learner's dictionary, 7th edition. According Lussier (2008), motivation refers to the willingness to achieve organizational objectives or to go above and beyond the call of duty. Nzuve (2007) defines motivation as the individual internal process that energizes, directs and sustains behavior. Nzuve also defines motivation as the

13

willingness to exert high levels of effort to achieve organizational goals, conditioned by the ability to satisfy some individual need. It is the personal force that causes one to behave in a particular way.

Understanding motivation is about understanding the needs or urges which prompt people to do things which provide ways of helping them to satisfy those needs through the organization. while at the same time harnessing their contributions to satisfy its needs (Celestine, 2008). The main concern for most organizations is about motivating their workforce for superior productivity. Multinational petroleum firms in Kenya have continued to face challenges arising from a de-motivated workforce. Managing these organizations from abroad has made employees feel less empowered to perform their duties.

2.4 Theories of Motivation

Many theories have been advanced to explain the concept of motivation. These theories have laid the foundation for employee motivation in modern organizations. The following are some of the theories relevant to this study.

Abraham Maslow's hierarchy of needs theory - Abraham Maslow's hierarchy of needs theory is probably the best known theory of motivation of motivation (Nzuve, 2007). This theory of motivation formulated by Maslow in 1954 states that when a lower need is satisfied. the next highest becomes dominant and the individual's attention is turned to satisfying this higher need. This means that a met need ceases to be a motivator. According to Maslow. within every human being there exists five major categories of needs starting from the basic and fundamental physiological needs leading through a hierarchy of safety. social and esteem needs to the need for self-fulfillment. the highest need of all (Armstrong, 2006). This theory suggests that employees are satisfied by different

needs depending on their position the hierarchy. Firms can satisfy employees at the low end of the hierarchy with job security or safe work conditions. Once basic needs have been fulfilled. employees have other needs that must be met. Firms can attempt to satisfy these employees by allowing social interactions or more responsibilities. These needs are highlighted as follows:

Physiological needs include needs for oxygen. food. water and sex. These needs are cyclic. In other words, they are satisfied for only a short period then they reappear. These needs are involved in maintaining body processes. In the employment context. these needs are usually satisfied through adequate wages or salaries and other basic rewards. To satisfy these needs. organizations should put up policies that address basic physiological needs such a clean work environment. fair remuneration for the sake of affording food and water.

Social needs include the need for love. affection and acceptance as belonging to a group. Organizations can meet these needs by creating an atmosphere that permits free interaction among employees. Organizations can also try to empathize with employees during difficult times by supporting them. By so doing. employees feel appreciated by the employer and this makes them motivated to work for the organization. These needs are likely to be met policies that incorporate teamwork and involvement generally.

Safety needs include the need for protection from physical and emotional harm. Organizations can meet these needs by ensuring that the working environment is from physical hazards and stress related issues. Like physiological needs, these become inactive once they are satisfied. An individual who is safe no longer feels endangered hence makes no attempts to ensure security. In an industrial environment. safety needs are of primary importance to employees. because they are dependent on others for safety.

Esteem needs are internal esteem factors such as self-respect, autonomy, and achievement; and external esteem factors such as status, recognition, and attention from others. Organizations can satisfy these needs by putting up policies that encourage empowerment programs aimed developing employees and improving the feeling of self-worthiness.

Self-actualization includes the need to develop potentialities and skills, to become what one believes one is capable of becoming. These need, however, can not be satisfied. Maslow said that 'man is a wanting animal'; only an unsatisfied need can motivate behavior. Organizations can satisfy this need by ensuring that employees reap maximum benefits from their potential. They can do so by training and promoting performing employees in a bid to them reach their full potential. One of the implications of Maslow's theory is that the higher- order needs for esteem and self-actualization provides the highest impetus to motivation – they grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction (Armstrong, 2006). However, organizations can try to meet these needs by establishing policies that encourage individual growth and development.

Expectancy theory - Expectancy theory formulated by Vroom states that people won't pursue rewards they find unattractive or where the odds of success are low. Psychologist Vroom says that motivation is only possible when clearly perceived and usable relationship exists between performance and outcome, and that the outcome is seen as a means of satisfying needs. Organizations can motivate employees fixing targets that employees can work towards achieving. Organizations can meet these needs by putting in place policies that enable individuals to agree on targets. The policies may include communication, empowerment and involvement.

Goal theory - Goal theory developed by Latham and Locke (1949) states that motivation and performance are higher when individuals are set specific goals, when goals are difficult but

16

acceptable, and when there is a feedback on performance. This theory implies that organizations can motivate employees by allowing participative setting of goals and putting in place an effective performance appraisal system.

Equity theory - Equity theory is concerned with perceptions people have about how they are being treated compared with others. This theory suggests that employees can be motivated if their compensation is aligned total output with their relative contribution to the firms total output. It explains that employees will be motivated if they are treated equitably and de-motivated if they are treated inequitably. This implies that employees make comparisons of their job inputs and outcomes in relations to others. There are always comparisons among employees with similar jobs in the same organization. According to this theory, organizations can motivate employees by establishing and maintaining fair and effective reward system.

Reinforcement theory - Reinforcement theory states that people are likely to engage in desired behavior if they rewarded for doing so. The rewards are more effective if they immediately follow a desired a desired response (Nzuve, 2007). This theory suggests that employees are more motivated to perform well if they are rewarded for high performance (positive reinforcement) and penalized for poor performance (negative reinforcement). According to this theory, behavior that is not rewarded or punished is less likely to be repeated. To motivate employees, organizations should establish policies that encourage good performance by rewarding it and discourage bad performance by punishing it.

Motivation-hygiene theory - Motivation-hygiene theory was expounded by Fredrick Herzberg. Herzberg (1966) who looked at the causes of job satisfaction and dissatisfaction in an attempt to

fully understand what motivates people at work and from his research proposed a 'two factor' theory. These two factors were motivators and hygiene factors.

Motivators were such things as a sense of achievement, an opportunity for personal growth, the sense of having a job well done, having responsibility, and achieving recognition for work done. Hygiene factors included such things as money, working conditions, job security, company policy, and the quality of supervision and interpersonal relations. Motivational factors constitute what modern managers have come to recognize as employee empowerment factors.

Motivational Factors	Hygiene Factors
Achievement	Supervision
Recognition	Working conditions
Responsibility	Interpersonal relations
Advancement	Pay
Growth	Job security
The work itself	Company policy and administration

Table 1 Motivation-hygiene theory, *adapted from Nzuve (2007). Elements of Organizational Behavior. Nairobi: UONP*

Other theories of motivation relevant in this study are Mc Gregor's theories of X and Y and Theory Z. Mc Gregor's theories of X and Y suggest that when supervisors believe employees dislike their job (Theory X), they do not delegate responsibilities and employees are not motivated. When supervisors believe that employees prefer responsibilities (Theory Y), they delegate more responsibilities, which motivate employees. In 1980, a new theory on job satisfaction developed. This theory called Theory Z, was partially, was based on Japanese style of allowing all employees to

participate in decision making. This theory suggests that employees are more satisfied when they are involved in decision making and therefore are more likely to be motivated.

2.5 Factors of Motivation

A number of factors considered by managers to result in employee satisfaction and productivity have been developed into motivational interventions. Some of these motivational interventions have highlighted as follows:

Managers can enhance employee motivation by adopting the practice of job enrichment. Job enrichment refers to the vertical enlargement of a job by adding responsibility and opportunity for personal growth (Monappa, 2008). This practice makes repetitive jobs less boring and more satisfying. Job enrichment can be created by delegation so that subordinates have a chance to handle more challenging jobs and learn in the process.

Work redesign can also be a motivational technique. Work redesign is basically the change in the nature of the job of the employees. However, by and large, job rotation and enlargement are extensively used. Job rotation is a systematic movement of people from one job to another. It provides employees with broad-based understanding of various functional activities of the organization and helps them to develop the perspective to relate totally their own job. It however entails some prior training before an employee is rotated. However, job rotation can be expensive if it needs the dislocation of employees and meeting the cost of this dislocation (Monappa, 2008).

Employers can also create or increase employee motivation by having flexible working hours in their organizations. Flexible working hours can take many forms. For instance, it can mean a change of the traditional 8 am- 5 pm, Monday through Friday. Another popular method is the flexible work

schedule where all employees are required to work for certain core hours and the rest can be flexible as long as the 8 hours of the day has been done. In this case, an employee can come one hour late and stay one hour after work. Another system is working is working at home. This is particularly more suitable for working mothers. who, given the availability of computer technology and networking, can stay at home and still do a full day's work (Monappa. 2008).

Democratization of work creates employee motivation. If workers have to be provided with a sense of participation, importance. pride, freedom and self-expression, it is necessary that they are involved in the decision making process, particularly those decisions that affect them the most. Democratization entitles sharing in an appropriate way. the decision-making power with the lower levels in the organization so as to generate a feeling of involvement with the job and the organization. It is also called participative management (Monappa. 2008). Employees are more strongly motivated if they are asked to help plan their work and shape the environment in which it is performed. However, some employees are more comfortable when their manager spells out in detail what they are expected to do and how (Schwartz. 1984).

Employers can also motivate their employees by introducing quality cycles (QC). A quality cycle is defined as a small group of 5-10 workers voluntarily performing quality control activities within the workshop to which they belong. The concept of quality cycle is an outcome of the Japanese for statistical quality control. QC is primarily based on the recognition of the value of employees as human beings. Hence managers have to treat them with dignity and train them to accept responsibility and contribution to their job. Thus motivated. they would be capable of making their valuable suggestions through the use of their initiative, and experience and intelligence without just putting in physical efforts (Monappa. 2008).

Other factors of motivation include opportunities for personal growth and advancement. Most people would like to grow in skill, professional capability and experience (Schwartz, 1984). Organizations should to promise and deliver an opportunity to employees to grow more skillful as a result of work experience. Employees need training and educational programs, travel, job rotation and other job building experiences to be motivated. Though not everyone wants to be promoted to higher levels in their organizations, some of the best potential job candidates are refuse to take up job offers when they learn that promotions are unusually slow and hard to come by (Schwartz, 1984).

Schwartz (1984) also notes that recognition and status motivate employees. The desire for recognition and improved status it brings appears universal regardless of position, age, education and other factors (Schwartz, 1984).All of us seem to want approval from our peers as well as from our superiors. Organizations recognize the efforts of all employees by congratulating them and giving them financial rewards from time to time in order to motivate them. For instance, executives can be recognized by giving them company cars, prestigious titles, special dining facilities and club membership.

2.6 Empowerment and Motivation

There is a very strong relationship between empowerment and motivation. Empowered employees have a great sense of job satisfaction, motivation and organizational loyalty (Mullins and Peacock, 1991). Employers use empowerment programs such as training, allowing participative management, employee involvement in decision making, use of good communication channels, delegation, and decentralization of tasks and reduction of office bureaucracies to motivate staff.

21

Employees who are given freedom to make decisions affecting their jobs are greatly motivated to do their jobs. This gives them a sense of pride in their job thus increasing their level of motivation. However, it is prudent to point out that not all employees can be motivated with power at their disposal. Some employees may be motivated by other forms of empowerment other than power per se (Madura, 2007).

Madura (2007) also notes that participative management is a form of empowerment motivates employees. Madura however notes that empowerment is also related to participative management in which employees are allowed to participate in decision making affecting their jobs. Empowerment assigns decision making responsibilities to employees whereas participative management simply allows for employee input in decision making. In reality, both programs are used to reflect programs that delegate more responsibilities to employees, whether they have complete or partial influence in decision making. A popular form of participative management is management by objectives (MBO) where employees are allowed to participate in setting their goals and determining the manner in which they complete their tasks. This kind of empowerment increases employee motivation.

Madura (2007) also identifies teamwork work as another form of empowerment. This is a kind of involvement in which a group of employees with varied job positions have the responsibility to achieve a specific goal. Madura also adds that team work encourages the generation of new business ideas. When the ideas lead to improved results, the group members become motivated to do better for the organization which in turn leads to individual development. Organizations can therefore motivate their employees by encouraging team.

Empowerment by delegation can improve morale – a precursor of motivation (Schwartz, 1984). Schwartz notes that one of the leading causes of low morale in many organizations is the limited

22

authority of managers to make decisions. Many people welcome authority because it enables them to take more pride in their work. Delegation gives employees a greater sense of control over their own destinies. This opportunity in itself is a source of motivation and a source of job enrichment (Schwartz, 1984). An enriched job is one which emphasizes a greater involvement of each employee. With enough delegation, the emphasis in work goals shifts from doing more work to doing better. However, managers may resent being given authority to do certain duties if they feel less competent.

In summary, empowerment ensures that managers share power with group members, thereby enhancing employee feelings of personal effectiveness. This in return promotes motivation among employees. Ownership and trust, along with autonomy become motivational package (Plunkett, 2008). Despite the above literature, no study known to the researcher, has been carried out to link empowerment and motivation in the multi-national petroleum firms in Kenya. The literature reviewed on past research has primarily focused on the relationship between empowerment and job satisfaction. Furthermore, the research has been done in the NGO sector and not in the multi-national petroleum sector.

Though some scholars have equated motivation to job satisfaction, the two terms are not synonyms. Armstrong (2006) defines job satisfaction as the attitudes and feelings people have about their work. Nzuve (2007) defines motivation as the individual internal process that energizes, directs and sustains behavior. Nzuve also defines motivation as the willingness to exert high levels of effort to achieve organizational goals, conditioned by the ability to satisfy some individual need. The researcher has therefore identified a gap to fill in this study: To determine the relationship between empowerment and motivation in the multi-national petroleum firms in Kenya.

2.7 Theoretical framework
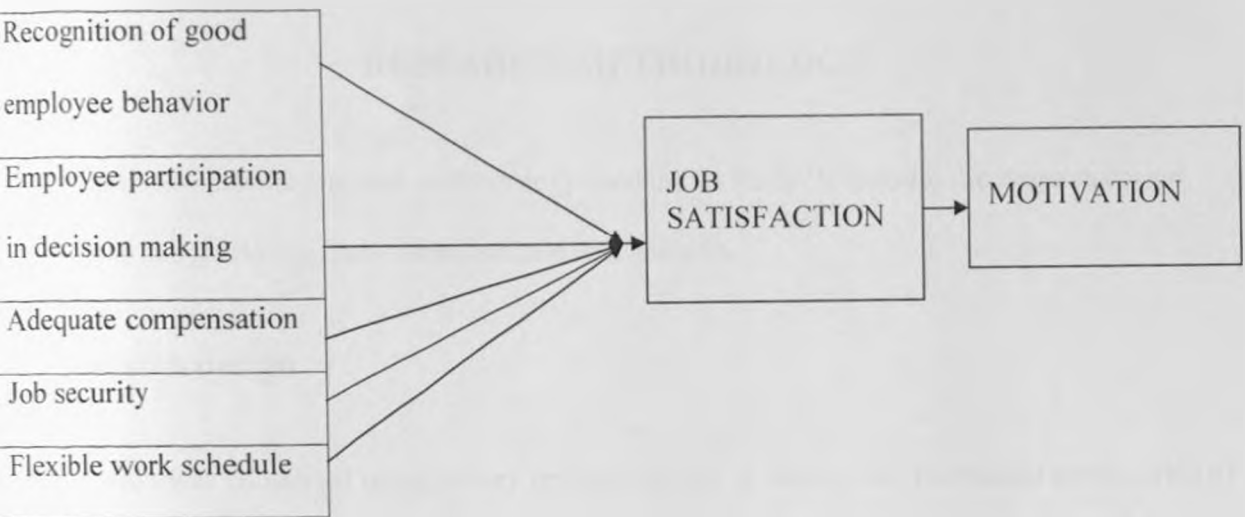
Fig. 1. (Adapted from (Madura. 2007). *Introduction to Business*. Canada: Thomson South West)

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the research methodology used in this study. It includes the research design, population, sample design, data collection and data analysis.

3.1 Research design

This research was conducted using survey research design. A survey was best suited for this kind of study because extensive information was needed from the multi-national petroleum sector in Kenya. The researcher intended to get the general state of empowerment and its relationship with motivation in the sector. A survey could also enable comparative analysis in the sector as far as the relationship between empowerment and motivation is concerned.

3.2 Population

The target population consisted of all the 280 supervisors in all the multi-national petroleum firms based in Nairobi. There are 4 firms in this sector. Each firm had approximately 70 supervisors. The researcher had chosen to study supervisors because they belong to a group of employees without official identity in most organizations. They are not usually considered to be part of management yet they are not fully accommodated in the category of other ordinary employees. Their position in most organizations is amorphous. They act as a link between employees and management.

3.3 Sample design

The sample consisted of 84 respondents i.e. 30% of the supervisors in the sector. The 84 constituted 21 respondents from each firm. The 18 respondents were randomly selected from each firm so that each respondent could get an equal chance of participation.

3.4 Data collection

Questionnaires were used for collecting primary data. A questionnaire is general term including all data collection techniques in which each person is asked to respond to the same set of questions in a predetermined order (Saunders, Lewis & Thornhill, 2007). The questionnaires contained both closed and open ended questions. Questionnaires were considered appropriate here to ensure confidentiality in order to increase the possibility of responsivess. They also save time since many respondents can be reached at once. The method of administering the questionnaire was drop and pick. The questionnaire consisted of three sections: A-General information, B- Empowerment and C-Motivation.

3.5 Data Analysis

Data collected from respondents was both quantitative and qualitative. The data was therefore be analyzed using both quantitative and qualitative techniques. For this study SPSS, a statistical analysis software Package for Social Sciences was used to analyze data. Descriptive statistics methods such as the mean, median and mode were used to describe the central tendency. To determine the relationship between the two variables (i.e. empowerment and motivation). regression analysis was be used.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

This chapter covers data analysis and findings of the research. The data was summarized and presented in the form of proportions, means, and tables. Data was collected from supervisors in multi-national petroleum firms in Kenya. Consequently, the collected data was analyzed and interpreted in line with the aim; to determine the relationship between empowerment and employee motivation in the multi-national petroleum firms in Kenya. The data collected was analyzed using SPSS.

Out of the 84 questionnaires distributed for this research, 58 useable questionnaires were returned giving a response rate of 70%, which was considered satisfactory for subsequent analysis. This analysis focused on relevant empowerment programs and employee motivation factors in the multi-national petroleum firms in Kenya.

4.1 GENERAL RESPONDENT INFORMATION

4.1.1 Gender of employee

The respondents were asked to indicate their gender. From the study, it was established that 77.6 % of the supervisors were male while 22.4 % of them were female as shown in chart 4.1.1 below. This suggests that the multi-national petroleum sector in Kenya has employed more men as supervisors than women creating therefore a viable research area. However, trying to establish the reason for gender imbalance was beyond the mandate of the researcher in this particular study.

Fig. 2

Gender of employee

female
22.4%

male
77.6%
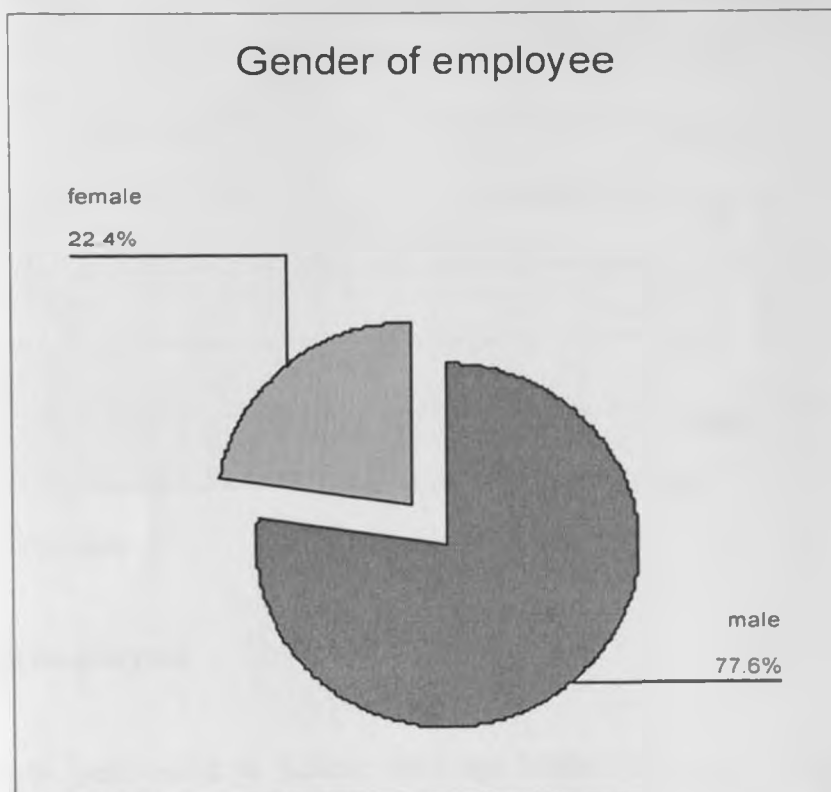
Source: Research data

4.1.2 Employee Level of education

The respondents were asked to indicate their level of education. From the research findings, it was established that 56.9% of the supervisors have O-level education. 19% of the supervisors have diploma education, 15.5% of the supervisors have higher diploma education. 5.2% of the supervisors have degree education and 3.4% of the supervisors have A-level education as shown in table 4.1.2 below. It is evident therefore that the majority of the supervisors in the sector are O-level certificate holders. It is clear that 39.7% (19%+15.5%+5.2%) of the respondents had post secondary school qualifications. No respondent had postgraduate qualifications.

Table 2

Level of education	Frequency	Percentage
O-level	33	56.9
Diploma	11	19.0
Higher diploma	9	15.5
Degree	3	5.2
A-level	2	3.4
Total	58	100.0

Source: Research data

4.1.3 Age of employees

The respondents were asked to indicate their age bracket. From the research findings it was established that that 50% of the supervisors fall at 20-29 years age bracket followed by 30-39 years age bracket with 43.1%. It is only 1.7% of the supervisors had more than 50 years as shown in chart 4.1.2 below. This suggests that the sector has a preference for young employees in supervisory duties. This could be explained by the fact that young employees are quick to embrace technological advances which are key drivers of organizational growth.

Fig. 3

Age of employees

Above 50 yrs
1.7%

40-49 yrs
5.2%

30-39 yrs
43.1%

20-29 yrs
50.0%
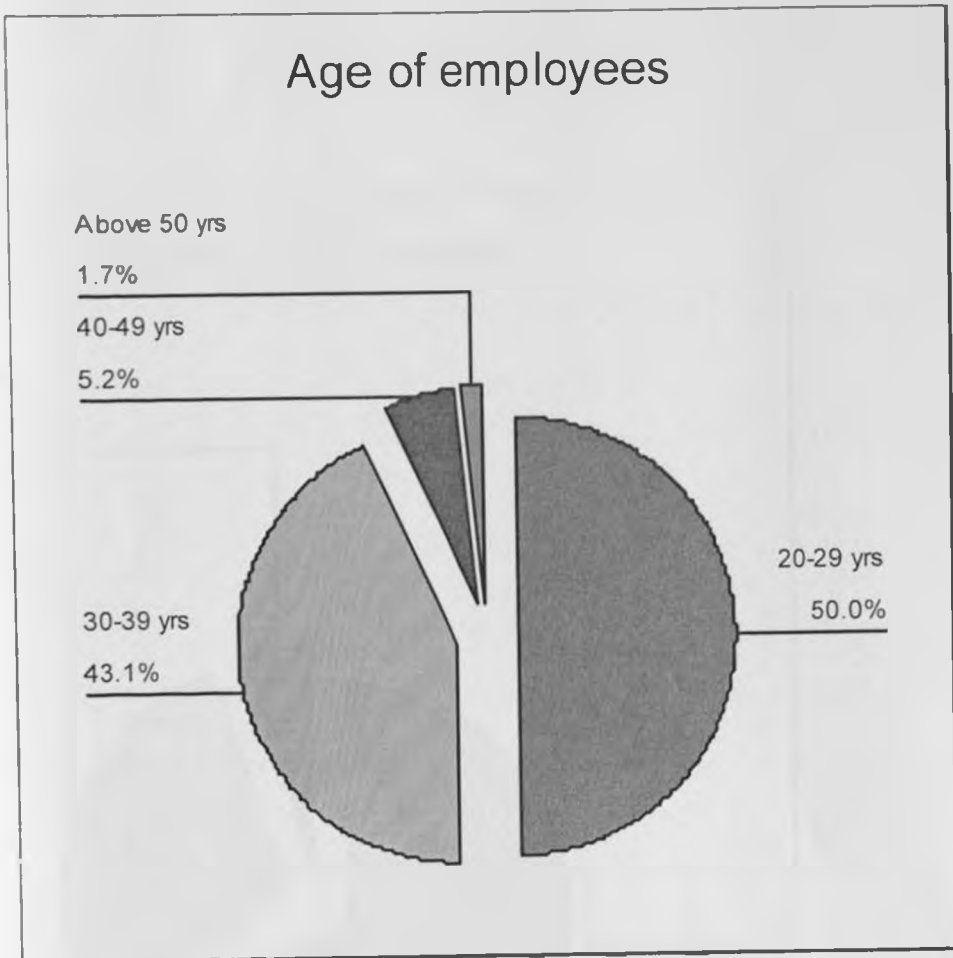
Source: Research data

4.1.4 Duration of service

The respondents were asked to indicate the duration for which they have been working with their multi-national petroleum firms. From the research findings it was established that 65.5 percent of the supervisors have been in service for less than four years followed by those in service for 5-10 years

with 29.3%. None of the supervisors has worked for more than 17 years as shown in chart 4.1.3 below.

Fig. 4

Duration of Service

11-16 yrs

5.2%

5-10 yrs

29.3%

Below 4 yrs

65.5%
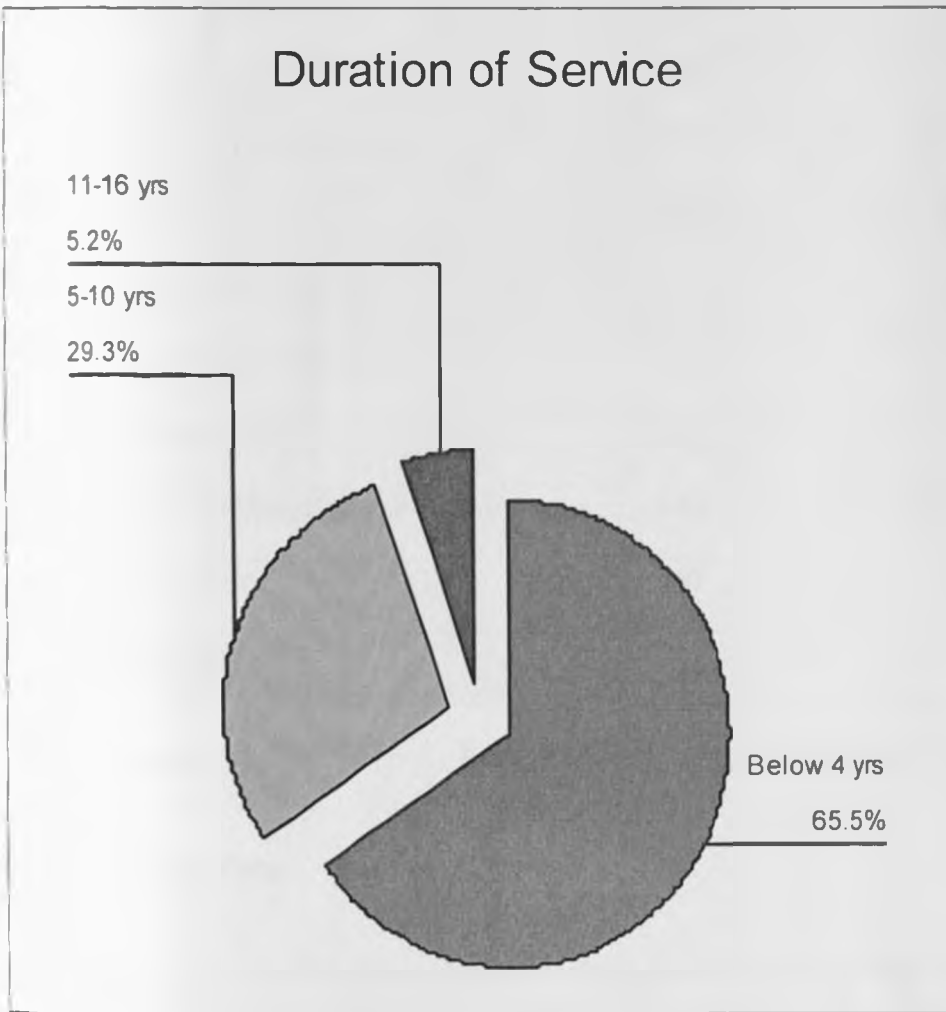
Source: Research data

4.2. LEVEL OF EMPOWERMENT

Table 3 Mean scores and standard deviation of empowerment programs

Empowerment program	Mean	Std. Deviation
Trained on right skills	3.38	.72
Free communication to boss	3.33	.54
Treated with respect and dignity	3.33	.57
Gets job support	3.29	.68
Involved in decision making	3.16	.62
Freely determines how to do the job	3.16	.67
Delegated some duties	3.03	.79
Boss gets ideas on things affecting the job	3.03	.90
Encouraged to innovate ideas	2.97	1.09
Informed on happenings	2.97	.97

GENERAL MEAN: 3.16   *PERCENTAGE OF EMPOWERMENT: 79%*

Source: Research Data

Respondents were asked to express the level of agreement on the specified empowerment programs (scale; 1=strongly disagree, 4= strongly agree). From the research findings, training on right skills with a mean rank of 3.38 was the major empowerment program used by multi-national petroleum firms in Kenya while encouraged innovation and information on happenings in multi-national petroleum firms was the least empowerment program with a rank of 2.97 as shown in table 4.2.0 below. However information varied greatly amongst respondents with a standard deviation of 0.97.

32

From table3, the average mean of empowerment was 3.16 meaning that the respondents responded with "agree" to the statements in the questionnaire. This means that supervisors in multinational petroleum sector in Kenya are **79% empowered**. However, the findings also indicate that the organizations concerned have not fully succeeded to encourage employees to develop and create innovative ideas. The findings also indicate that employees do not have full access to useful information for decision making.

4.3 LEVEL OF MOTIVATION

Table 4   Mean scores and standard deviations of motivational factors

Motivation factor	Mean	Std. Deviation
Relations with colleagues	3.52	.50
Job interest	3.29	.59
Working with supervisor	3.26	.74
Loyalty with the firm	3.17	.78
Recognition of personal efforts	3.05	.71
Good company values	3.05	.69
Level of job demands	2.97	.67
Balance work and private life	2.90	.67
Future personal growth prospects	2.86	.76

GENERAL MEAN: 3.47   *PERCENTAGE OF MOTIVATION: 86.78%*

Source: Research Data

33

Respondents were asked to express the level of motivation on the specified motivational factors (scale: 1=strongly disagree, 4= strongly agree). From the research findings, good relations with work colleagues had a mean rank of 3.52 hence the major motivation factor in multi-national petroleum firms in Kenya while good future in multi-national petroleum firms was the least motivation factor with a mean rank of 2.86 as shown in table 4 below. However, the findings generally suggest the supervisors in the multi-national petroleum sector are motivated. An average mean of 3.47 suggest that that the respondents responded with "agree" to the statements in the questionnaire. The supervisors in the sector are **86.78%** motivated.

4.4 EMPOWERMENT AND MOTIVATION OF SUPERVISORS

The research wanted to determine the relationship between empowerment and motivation of supervisors in the multi-national petroleum firms in Kenya. The results of the analysis are as shown in the correlation matrix below [table 5] using a significant level of 0.05.

From the research findings, at 0.05 significance level [95% confidence level], free communication with one's boss has a significant correlation with job interest and level of job demands at correlation coefficients of 0.296 and 0.319 respectively. Though the correlation strengths are not equal, they lie between 0.1 and 0.45 meaning that there is a positive weak relationship between free communication with superiors and job interest and the level of job demands. This means that supervisors who feel free to tell their bosses what they think are likely to find their jobs more interesting and find it easy to put up with the demands of their jobs. This is consistent with what was expected that empowering supervisors by creating an atmosphere where they are they free to tell their bosses what think makes them more motivated to work for their organizations.

Table 5: CORRELATION BETWEEN EMPOWERMENT AND MOTIVATION

Correlations[a]

		Loyalty with the firm	Future personal growth prospects	Good company values	Job interest	Level of job demands	Balance work and private life	Working with supervisor	Recognition of personal efforts	Relations with colleagues
Free communication to boss	Pearson Correlation	239	154	048	296*	319*	192	354**	137	204
	Sig (2-tailed)	071	248	721	024	015	148	006	305	125
Treated with respect and dignity	Pearson Correlation	304*	266*	446**	.125	075	-.002	004	387**	374**
	Sig (2-tailed)	020	043	000	348	576	991	979	.003	004
Freely determines how to do the job	Pearson Correlation	150	284*	287*	149	245	272*	-.153	167	122
	Sig. (2-tailed)	261	031	029	266	064	039	251	211	363
Involved in decision making	Pearson Correlation	310*	309*	354**	-.079	224	253	103	.342**	359**
	Sig (2-tailed)	018	018	006	557	090	055	441	009	006
Encouraged to innovate ideas	Pearson Correlation	007	079	213	043	332*	236	-.250	341**	224
	Sig (2-tailed)	958	557	108	749	011	075	059	009	091
Gets job support	Pearson Correlation	505**	593**	345**	264*	100	068	-.084	114	217
	Sig (2-tailed)	000	000	008	046	457	610	530	395	102
Delegated some duties	Pearson Correlation	332*	270*	158	239	330*	305*	164	338**	218
	Sig (2-tailed)	.011	041	237	071	011	020	219	009	101
Informed on happenings	Pearson Correlation	264*	278*	371**	079	239	184	-.231	307*	216
	Sig (2-tailed)	045	034	004	557	071	168	080	019	104
Boss gets ideas on things affecting the job	Pearson Correlation	243	187	396**	113	176	153	-.225	437**	193
	Sig (2-tailed)	066	159	002	400	187	253	089	001	148
Trained on right skills	Pearson Correlation	446**	353**	208	228	280*	156	372**	064	319*
	Sig (2-tailed)	000	007	118	085	033	243	004	635	015
Loyalty with the firm	Pearson Correlation	1 000	666**	444**	194	045	001	196	-.080	082
	Sig (2-tailed)		000	000	.146	737	993	140	550	540
Future personal growth prospects	Pearson Correlation	666**	1 000	519**	091	093	144	127	-.051	006
	Sig (2-tailed)	000		000	495	486	279	341	701	962
Good company values	Pearson Correlation	444**	519**	1 000	048	-.110	-.180	077	354**	175
	Sig (2-tailed)	000	000		719	412	177	566	006	189
Job interest	Pearson Correlation	194	091	048	1 000	377*	255	265*	171	071
	Sig (2-tailed)	146	495	719		004	053	045	198	597
Level of job demands	Pearson Correlation	045	093	-.110	377**	1 000	772**	300*	187	002
	Sig (2-tailed)	737	486	412	004		000	022	161	989
Balance work and private life	Pearson Correlation	001	144	-.180	255	772**	1 000	126	048	058
	Sig (2-tailed)	993	279	177	053	000		344	718	668
Working with supervisor	Pearson Correlation	196	127	077	265*	300*	126	1 000	341**	106
	Sig (2-tailed)	140	341	566	045	022	344		009	430
Recognition of personal efforts	Pearson Correlation	-.080	-.051	354**	171	187	048	341**	1 000	120
	Sig (2-tailed)	550	701	006	198	161	718	009		370
Relations with colleagues	Pearson Correlation	082	006	175	071	002	058	106	120	1 000
	Sig (2-tailed)	540	962	189	597	989	668	430	370	

* Correlation is significant at the 0 05 level (2-tailed)

** Correlation is significant at the 0 01 level (2-tailed)

a Listwise N=58

35

The research also shows that being treated with respect and dignity has a significant correlation with the belief that an organization is good place to work and future personal growth prospects at correlation coefficients of 0.304 and 0.266 respectively. Though the correlation strengths are not equal, they lie between 0.1 and 0.45 meaning that there is a positive weak relationship between being treated with respect and dignity and the belief that an organization is good place to work and future personal growth prospects. This means that supervisors who are treated with respect and dignity are likely to believe that their organizations are good places to work. They are also more likely to believe that they have future personal growth prospects. This is health for an organization because employees become motivated to work for their organizations. This is consistent with what was expected that empowering supervisors by treating them with respect and dignity makes them more motivated to work for their organizations.

From the findings the researcher also learns that letting supervisors have freedom in determining how they do their work has a significant correlation with expectations of future personal growth prospects in an organization, the belief that an organization has good core values and the ability to strike a balance between official duties and private life at correlation coefficients of 0.284, 0.287 and 0.272 respectively. Though the correlation strengths are not equal, they lie between 0.1 and 0.45 meaning that there is a positive weak relationship between letting employees have freedom in determining how they work and expectations of future personal growth prospects in an organization, the belief that an organization has good core values and the ability to strike a balance between official duties and private life. This means that supervisors who have freedom in determining how they do their work are likely to have greater expectations of future personal growth prospects in an organization, believe that an organization has good core values and be able to strike a balance between official duties and private life. This is health for an organization because employees become

motivated to work for their organizations. This is consistent with what was expected that empowering supervisors by letting supervisors have enough freedom in determining how they work makes them more motivated to work for their organizations.

The research also shows that involving supervisors in decisions affecting their jobs has a significant correlation with supervisor loyalty with a firm and greater future personal growth prospects in a firm at correlation coefficients of 0.310 and 0.309 respectively. Though the correlation strengths are not equal, they lie between 0.1 and 0.45 meaning that there is a positive weak relationship between involving supervisors in making decisions affecting their jobs and supervisor loyalty with a firm and greater future personal growth prospects in a firms. This means that involving supervisors in decisions affecting their jobs motivates them. This research also shows that encouraging supervisors to develop and innovate ideas has a significant correlation with the ability of a supervisor to put up with the demands of the job. The correlation coefficient of 0.332 suggests that there is a positive weak relationship between the two variables. This therefore implies that giving supervisors a chance to develop and innovate ideas creates ability in them to find it easy to put up with the demands of their jobs. This creates a motivated workforce.

The research findings have shown that getting job support from ones superior has a significant correlation with supervisor interest in the job at a significance level of 0.05. The correlation coefficient of 0.264 suggests that there is a positive weak correlation between getting support from superior and supervisor interest in the job. This implies that when superiors give subordinates the support they need to do their job, they [supervisors] find their job interesting. Supervisors who find their jobs interesting are more likely to be motivated to do their job.

From table 5 above, the researcher also learns that supervisors being delegated some duties has a significant correlation with loyalty with the firm, ability to put up with job demands easily and ability to maintain a balance between work and private life at a significance level of 0.05. The correlation coefficients of 0.332, 0.330 and 0.305 respectively imply a positive weak relationship with organizational loyalty. This again suggests that when superiors delegate some of their duties to their subordinates, [supervisors in this case], they make them loyal to the firm and give them ability to easily put up with job demands and achieving balance between work and private life. This is consistent with what was expected that empowering supervisors by delegating some duties to them motivates them.

Allowing supervisors to access useful information for decision has a significant correlation with organizational loyalty, personal growth expectations in the organization and recognition of ones contribution. The correlation coefficients of 0.264, 0.278 and 0.307 respectively imply a positive weak relationship with access to useful information for decision making. This again suggests that allowing supervisors to access useful information for decision making motivates them. The same research shows that having adequate skills for job has a significant with to ability to easily put up with job demands and getting well with colleagues at work at correlation coefficients of 0.280 and 0.319 respectively. This means that adequate skills for work imply a weak positive relationship with job demands and getting well with colleagues at work. Organizations that ensure supervisors have adequate skills to perform their job witness motivation of the same magnitude them.

The study has therefore established that empowerment affects motivation of supervisors in the multi-national petroleum firms in Kenya. This means that strategies such as equipping supervisors with relevant skills through training, delegation of some duties to supervisors, effective communication

38

channels within the organization, access to useful information. respect from superiors. involvement of supervisors in decision making, support from management and other forms of empowerment positively affect motivation of supervisors in the multi-national petroleum firms in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter summarizes the results of the study and draws conclusions. It also includes the recommendations, limitations of the study and suggestions for further research. The main objective of the study was to determine the relationship between empowerment and motivation of multi-national petroleum firms in Kenya.

5.1 SUMMARY

The main objective of the study was to determine the relationship empowerment and motivation of supervisors in multi-national firms in Kenya. The researcher found out that motivation of supervisors in multi-national petroleum firms in Kenya is directly proportional to their level of empowerment. The research was conducted using survey research design.

The target population consisted of all the 280 supervisors in all the multi-national petroleum firms based in Nairobi. The sample consisted of 84 respondents i.e. 30% of the supervisors in the sector. Questionnaires were used for collecting primary data. The method of administering the questionnaire was drop and pick. Data collected from respondents was both quantitative and qualitative. The data was be analyzed using SPSS.

From the survey, it was observed that there were more male supervisors than female supervisors in the sector. Most of the supervisors were in the 20-29 age brackets. Further, most of the respondents had O-level qualifications. Most of the supervisors had worked in the sector for less than 4 years.

40

The study showed a strong correlation between empowerment and motivation of supervisors in the sector.

5.2 CONCLUSION

This study investigated the relationship between empowerment and motivation of multi-national petroleum firms in Kenya. This was in relation to the fact that despite the important role played by supervisors in organizations, they have not been fully empowered to carry out their duties. The study discovered a strong correlation between empowerment and motivation of supervisors in the sector. This was a direct relationship between empowerment and motivation. This means that strategies such as equipping supervisors with relevant skills through training, delegation of some duties to supervisors, effective communication channels within the organization, access to useful information, respect from superiors, involvement of supervisors in decision making, support from management and other forms of empowerment positively affect motivation of supervisors in the multi-national petroleum firms in Kenya.

5.3 SUGGESTIONS FOR FURTHER STUDIES AND RECOMMENDATIONS

This research has shown that the level of supervisor motivation in the multinational petroleum firms in Kenya is determined by their level of empowerment. The study has also shown that strategies such as equipping supervisors with relevant skills through training, delegation of some duties to supervisors, effective communication channels within the organization, access to useful information for decision making, respect from superiors, involvement of supervisors in decision making, support from management and other forms of empowerment positively affect motivation of supervisors in the multi-national petroleum firms in Kenya. However, it is possible that these findings may not be

replicated in local petroleum firms in Kenya such as National Oil Cooperation, KenolKobil. I therefore recommend that similar study be done to determine the relationship between empowerment and motivation of supervisors in the locally owned petroleum firms.

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Appendix 1 : Introduction letter

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAM – LOWER KABETE CAMPUS

DATE... 29/09/2010

TO WHOM IT MAY CONCERN

The bearer of this letter   EDWARD NYAKANE SIBOTA

Registration No   D61/74 30/2006

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request

Thank you

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46

Appendix 2 : Questionnaire

This questionnaire serves to collect data for a research aimed at determining *the relationship between empowerment and motivation of supervisors in multi-national petroleum firms in Kenya.* Kindly respond to the questions as honestly as possible.

SECTION A: GENERAL INFORMATION

1. What is the name of your organization? |_____|

2. What is your current job title? |_____|

3. What is your sex?

   Male   [ ]   Female   [ ]

4. What is your level of education?

   O- Level   [ ]   A-Level   [ ]

   Diploma   [ ]   Higher Diploma [ ]

   Degree   [ ]   Postgraduate   [ ]

5. What is your age bracket?

   20-29   [ ]   30-39   [ ]

   40-49   [ ]   50 and above   [ ]

6. How long have you served in this organization?

   Below 4 years [ ]   5-10 years   [ ]

   11-16 years   [ ]   Over 17 years   [ ]

SECTION B: EMPOWERMENT

7. Please circle the number that best expresses your level of agreement with the following statements concerning your extent of empowerment in your organization.

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
I feel free to tell my boss what I think.	[4]	[3]	[2]	[1]
My boss treats me with respect and dignity.	[4]	[3]	[2]	[1]
I have enough freedom in determining how I do my job.	[4]	[3]	[2]	[1]
My supervisor involves me in decisions that affect my job.	[4]	[3]	[2]	[1]
I am encouraged to develop and create innovative ideas.	[4]	[3]	[2]	[1]
My boss gives me the support I need to do my job.	[4]	[3]	[2]	[1]
My supervisor delegates some duties to me.	[4]	[3]	[2]	[1]
I am always informed of what is going on in my organization.	[4]	[3]	[2]	[1]
My boss has ensured that I have the right skills to do my job.	[4]	[3]	[2]	[1]

SECTION C: MOTIVATION

8. **Please circle the number that best expresses your level of agreement with the following statements concerning your extent of motivation in this organization.**

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
I think this organization is a good place to work.	[4]	[3]	[2]	[1]
I believe I have a good future in this organization.	[4]	[3]	[2]	[1]
I am happy about the values of this organization.	[4]	[3]	[2]	[1]
My job is interesting.	[4]	[3]	[2]	[1]
I find it easy to put up with the demands of this job.	[4]	[3]	[2]	[1]
I find it easy to achieve a balance between my work and my private life.	[4]	[3]	[2]	[1]
I like working with my supervisor.	[4]	[3]	[2]	[1]
My contribution is fully recognized.	[4]	[3]	[2]	[1]
I relate well with my work colleagues.	[4]	[3]	[2]	[1]

9. Any other comments

_____THE END_____

THANK YOU VERY MUCH

Appendix 3 : Multi-national petroleum firms in Kenya as at September 2010

	Firm	Country of origin	Market Share in Kenya
1.	Total Kenya Ltd	France	31.1%
2.	Shell Ltd	Dutch	17.8%
3.	Libya Oil Kenya	Libya	11.7%
4.	Engen Kenya Ltd	South Africa	1.2%

Source: Petroleum Insight, April-June 2010

Appendix 4: Management structure at the multi-national petroleum sector in

Kenya

Management levels	Approx. mgt size per firm	Total (4 firms)
Top management: C E O Dir Hr Dir Finance Dir Marketing Dir Operations Dir Engineering Dir Lubricants Dir Exports	8	32
Middle management: Hr Managers Finance Managers Marketing managers Operations Managers Engineering Managers Lubricants Managers Exports Managers	18	72
First-line management [supervisors]: Team leaders Pump attendants Accounts officers Retail officers Head technicians	70	280 **[TARGET POPULATION]**

Source: Research data