

**RELATIONSHIP BETWEEN EMPOWERMENT AND JOB
SATISFACTION: A SURVEY OF EMPLOYEES IN THE
NON-GOVERNMENTAL SECTOR IN KENYA**

**BY
LWANGASI M. M.**

**A Management Research Project Submitted in Partial Fulfillment of the
Requirement for the Degree of Master of Business Administration
(MBA), School of Business, University of Nairobi.**

University of NAIROBI Library



0339345 1

2008

DECLARATION

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

Signed: 

LWANGASI, M. M.

Date: 24-11-08

This management project has been submitted for examination with my approval as university supervisor.

Signed: 

Prof. Peter K'Obonyo

Dept. of Business Administration

School of Business

University of Nairobi.

Date: 24/11/2008

DEDICATION

This work is dedicated to my late father, **Alphonse Shivachi Lwangasi**, who instilled in me the value of education. He would have been very proud of me.

ACKNOWLEDGEMENTS

My sincere gratitude goes to all those who contributed to the completion of this research project. Special gratitude to my project supervisor, **Prof. P. K'Obonyo** for his guidance and advise throughout the project.

I am thankful to my husband **Charles Okwemba Anangwe** for his moral support, encouragement and patience throughout the entire course, and to our children **Adrian, Natasha** and **Tamasha** for their patience and understanding as I worked on my research project. And special thanks to my mother, **Rosalia Lwangasi**, who encouraged and supported me all the way.

Special thanks also to all my respondents who took their time to complete the questionnaire.

And above all, I thank the Almighty God through whose grace I have come to the end of this programme.

TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgements.....	iv
Table of Contents	v
List of Tables	vi
Abstract	vii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background.....	1
1.2 Statement of the Problem.....	9
1.3 Objective of the Study.....	10
1.4 Importance of the Study.....	10
CHAPTER TWO: LITERATURE REVIEW.....	12
2.1 Historical roots of Empowerment.....	12
2.2 Empowerment as a Management Tool.....	12
2.3 Techniques of Empowerment.....	15
2.4 Job Satisfaction.....	19
2.5 Empowerment and Job Satisfaction.....	19
CHAPTER THREE: RESEARCH METHODOLOGY.....	21
3.1 Research Design.....	21
3.2 Population.....	21
3.3 Sample size and sample selection.....	21
3.4 Data Collection	21
3.5 Data Analysis.....	22
CHAPTER FOUR: DATA ANALYSIS.....	23
4.1 Findings	23
4.2 Levels of Employee Job Satisfaction.....	26
4.3 Levels of Employee Empowerment.....	27
4.4 Empowerment and Selected Biographical Variables.....	29
4.5 Relationship between Empowerment and Job Satisfaction	33
CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	36
5.1 Discussion.....	36
5.2 Conclusions	38
5.3 Recommendations	38
5.4 Limitations of the Study	39
5.5 Suggestions for future Research	39
REFERENCES	40
Appendix I: Letter of Introduction	46
Appendix II: Questionnaire	47

LIST OF TABLES

	Page
Table 1: Distribution of Respondents by NGOs	23
Table 2: Distribution of Respondents by Age	24
Table 3: Distribution of Respondents by Years of Service	24
Table 4: Distribution of Respondents by Terms of Employment	25
Table 5: Respondents by Length of Current Contract	25
Table 6: Distribution of Respondents by Job Category	25
Table 7: Job Satisfaction Scores	27
Table 8: Respondents' Empowerment Scores.....	29
Table 9: t-test results for the differences in Empowerment based on Age	30
Table 10: t-test results for the differences in Empowerment based on Years of Service	31
Table 11: t-test results for the differences in Empowerment based on Terms of Employment	31
Table 12: t-test results for the differences in Job Satisfaction based on Age	32
Table 13: t-test results for the differences in Job Satisfaction based on Years of Service	32
Table 14: t-test results for the differences in Job Satisfaction based on Employment Terms	33
Table 15: Results of the Pearson's Correlation Analysis for the relationship between Empowerment and Job Satisfaction	34

ABSTRACT

Few studies have examined job satisfaction and empowerment in general and in the NGO sector in particular. The main objective of this project was to establish whether there is a relationship between job satisfaction and empowerment of employees working in NGOs in Kenya.

Data was obtained by means of a survey questionnaire that was distributed to 10 employees of each of the 10 NGOs in Nairobi. The 10 NGOs were selected randomly, and a total of 54 questionnaires were filled and returned. The response rate was 54%. Data was analyzed using descriptive statistics, correlation and regression analysis.

It was found that majority of employees were satisfied (70%) with their jobs and 85% were empowered. It was also evident that those who were satisfied derived their satisfaction from being empowered. The study showed a compelling correlation between empowerment and job satisfaction. This implies that NGOs should do everything possible to empower their employees as this leads to job satisfaction.

Recommendations from the research are of relevance to NGO management to develop and enforce the necessary structures and conditions that will enhance the effectiveness of empowerment programs that will deliver the full benefits to the organisation.

CHAPTER ONE

INTRODUCTION

This chapter lays the foundation for the study. It covers meaning of empowerment, the need for empowerment, an overview of the NGO sector in Kenya, statement of the problem, objectives of the study, and the importance of the study.

1.1 Background

The rise of Human Resource Management in the 1980s inspired by new managerial policy initiatives lead management practitioners to rethink the need for change in the way employees are managed. Peters and Waterman (1982) observed that employees are the most valuable resource of an organisation, and that involving employees in organizational policy making particularly at customer interface would enhance employee motivation and performance. In this context, there is need to have employees who are committed to the goals and values of the organisation.

Further, organisations now operate in a competitive, dynamic and rapidly changing environment. These changes include the development of global markets, technological advances, shifting workforce attributes, emphasis on quality, and organizational changes such as restructuring and retrenchment (Reece & Brandt, 1999). In response to these changes, organisations have had to shift from the hierarchical forms of leadership in an attempt to improve operations, lower costs, and produce quality and variety of products (Arkin, 1995). Successful companies carrying out such policies have been lauded as exemplars of the new managerial approach (Peters & Waterman 1982, Kanter 1983).

The concept of employee empowerment gained immense popularity in the 1990s and is set to continue as a popular organizational initiative. This popularity may be attributed to the realization of the importance of the human resource in an organisation as the foundation of any quality improvement or customer satisfaction programme (Peters & Waterman 1982). Recognition of the importance of employee empowerment by organisations in developing countries in recent years has been heavily influenced by the relative success of the concept in developed countries, and in particular Japan, where employee empowerment is greatly

emphasized. This re-discovery of the intrinsic worth of employees was driven by the relative decline in US economic performance at a time when Japan's economy was performing well. According to Lawler (1986) the key to Japanese success was the involvement of employees in work groups such as quality circles.

1.1.1 Employee Empowerment

The term employee empowerment is used to denote the enhanced involvement of employees in organisational processes including decision-making. Empowerment is the process of enhancing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes (World Bank, 2002). At the organisation level, employee empowerment initiatives provide employees with the opportunity to participate in decision-making and thereby in the control and management of the activities and the direction of the organization (Marchington et al, 1992). The belief is that if employees are involved in the activities of the organization, they will be more contented, motivated and committed to the goals and values of the organization; and this will make them more productive. According to Beardwell & Holden (2001) to involve employees is to gain their commitment to organizational goals, empowering them to take responsibility for their roles and function within the organization.

Empowerment generally means reducing top-down control over employees with a view to involving them in dealing with issues as they arise. Gandz (1990) states that empowerment means that management vests decision-making or approval authority in employees where traditionally such authority was a managerial prerogative. Variance in the meaning of employee empowerment may be due to the way researchers and business practitioners define it. Bardwick (1991) views an empowered workforce as one that shares decision making power with management, while Frey (1993) focuses on employees and managers having equal responsibility for results. Others stress the importance of creating a shared vision and purpose within a team (Senge, 1990), or being proactive and self-sufficient in assisting an organisation to achieving its goals (Herrenkohl, et al, 1999). Many researchers equate empowerment simply with employee participation (Lawler & Mohrman, 1998; Pfeffer et al, 1998), tracing its roots to the empowerment participation research of Goch & French (1948).

Management cannot achieve organizational goals on its own. Hence, empowerment is needed to enable employees become involved in accomplishment of tasks and organizational goals. Due to frequent changes in the environment, organisations are under pressure to attain flexibility and responsiveness to customer needs. Empowered employees provided with the necessary information and resources are able to make decisions and be effective.

Lawson (2001) argues that empowerment can improve productivity of the organisation; this can be achieved by reducing the workforce and empowering the survivors to make decisions affecting them. Having influence on work decisions increases productivity and perceived level of job satisfaction.

Empowerment is needed to develop a self-managing workforce that can exercise self-direction and control. Zimmerman (1990, 1995) emphasizes the importance of empowerment enabling people to be equipped with the necessary knowledge and skills to exercise control in their environment, and also, to have the resilient belief in those skills in order to exercise control. More specifically, employee empowerment is associated with important outcomes in that it promotes employee well being; harnesses the talents and efforts towards performance improvement; enables employees make decisions, assume risks, participate and take 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 utilize and achieve their full potentials; enhances confidence and self-esteem, employees feel that they are in control; and promotes greater productivity hence increases potential for promotions and job satisfaction.

According to Sitterly (1998) empowerment presents a win-win-win situation for all: organizations benefit from increased efficiency and effectiveness; customers benefit from sharp employees who are able to meet their needs without having to pass through “layers of approvals”; and employees benefit from improving their confidence and self esteem.

1.1.2 Job Satisfaction

Job satisfaction is a measure of the degree to which employees express contentment with their jobs. Locke (1969) defines job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job achieving or facilitating one's values. He notes that one should take into account the congruence of these values with ones' needs. Job satisfaction describes how contented an employee is with his or her job. It is the extent to which an employee has favorable perceptions of their work. High job satisfaction indicates a strong relationship between an employees' expectations from a job and what the job actually provides. Job satisfaction is not the same as motivation, although the two are linked.

According to Kepler (1994), job satisfaction is the fulfillment and gratification that comes from work. It is not money or benefits, but rather the good feelings one receives from doing the work itself. He goes further to add that job satisfaction comes when one accepts a job for what it is and exploits the sources of satisfaction that come with it: high performance, quality work, learning new skills, working as part of a team, personal growth and receiving compliments.

Various factors influence the level of job satisfaction. These include pay and benefits, the quality of working conditions, the perceived fairness of the promotion system, leadership and social relationships at the workplace, and the job itself (Luthans, 2006). Of these factors, the job itself is the most important; its parameters include variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements. Other influences on job satisfaction include employee involvement, empowerment and autonomous work groups.

Job satisfaction is one of the criteria of establishing a healthy organization structure in an organization. The desire to have satisfied employees is pervasive among employers; this is based on the belief that it leads to high performance. Workers who are satisfied with their jobs are likely to be cooperative and motivated, while those who are dissatisfied will be more inclined to produce low quality output, go on strike, be absent from work, invoke grievance procedures and eventually leave the organization (Hackett & Guion). Job satisfaction is of significant concern to management because it is linked to performance and productivity

(Spector, 1997). Hence management should do everything possible to provide and encourage job satisfaction.

1.1.3 Employee Empowerment and Job Satisfaction

Guest (1987) identified job satisfaction as one of the outcomes that Human Resource Management should endeavor to develop. Job satisfaction will yield certain specific and desirable behaviours through which desirable organizational outcomes such as quality, efficiency, productivity, and longevity can be achieved. Thus, organisations must pursue policies and activities aimed at securing commitment from employees. Employee empowerment initiatives encourage employees to be more contented and satisfied with their work. Menon (1995) surveyed 311 employees in an organisation and found that greater job autonomy and meaningfulness of the job led to greater perceived control and empowerment. He found that the greater the empowerment, the greater was the motivation to work among employees and increased employee commitment to organisational goals.

Employee empowerment initiatives have become popular because of the relationship between empowerment, commitment, and job satisfaction. Empowerment programmes are intended to produce satisfied and committed employees. The Workplace Employee Relations Survey (WERS) conducted by Culley (1998) lends support to the association between measures designed to engender employee commitment and levels of job satisfaction. Hence, managers have to provide employees with challenging work that will enable them to realize their potential. Employee participation in problem solving and decision-making is one of the ways to help employees realize their potential thereby increase their commitment and satisfaction.

1.1.4 The Non-Governmental Organisations (NGO) Sector in Kenya

Non-governmental organisations (NGOs) are altruistic value-based organizations with high dependence on voluntarism. The World Bank (1995) defines an NGO as a private organization that pursues activities aimed at relieving suffering and promoting the interests of the poor. In the recent years, there has been a sprout of NGOs in Kenya. This has been in response to the growing demand for their services due to increasing poverty levels and the governments' inability to meet every aspect of the populatiofs' socio-economic needs. While

the widespread belief is that development is primarily the Government's task, some of the unmet needs have been taken over by the NCO sector.

Growing poverty in Kenya has acted as a catalyst for the development of NGOs, with the sector filling the developmental gap through project initiation and policy advocacy. It is against this background that there has been a phenomenal growth in the sector, from 400 NGOs in 1988 (Fowler, 1989), to 2,633 registered NGOs in Kenya as at June 2003 (National Council of NGOs in Kenya, 2003), and 4,000 registered NGOs as at March 2006 (Non-Governmental Organisations Co-ordination Board, 2006).

Today, NGOs have gained popularity as a viable social force, with an increased role in development. They provide vital services in various sectors of the economy including education, health, agriculture, environment, micro-enterprise, and emergency relief. There is increased reliance on the sector as an alternative delivery system for development. Aid agencies view NGOs as more appropriate channels for development funding than the State, in terms of accountability and capacity to reach those who need development assistance (Clarke, 1991). In addition, NGOs have the potential to create and strengthen local institutions to participate in development, thereby breaking the pattern of dependency and promoting self-reliance on the part of the beneficiaries.

The following unique aspects of the NGO sector can affect employees' level of motivation and job satisfaction.

Several NGOs working in Kenya are international organisations employing both international staff working alongside national staff. They have a mixed human resource base, which requires blending for successful teamwork. The blending must take into account issues of culture and management styles. People in Aid, 2003 recognizes that uniting this workforce into one culture working for a common goal is often a challenge as internal policies are difficult to harmonize for expatriate and local staff, leading to low morale and motivation among employees.

Large proportion of funds supporting the operations of NGOs comes from western countries in the form of grants. The high degree of donor dependency cripples NGOs ability to work freely, and projects to be undertaken are determined by donors (Ngethe, 1991). The operations of NGOs are subject to “donor shifts”. As donor priorities change, NGOs are also forced to shift their priorities resulting in numerous NGOs with limited coverage, working in isolation, uncoordinated and duplicating efforts (Murtaza, 1994). Employees are de-motivated due to the constant shift of focus and are unable to work on projects that will meet the real needs of communities (Ngethe & Kanyinga, 1992). Due to frequent “donor shifts”, the type of projects undertaken are constantly changing. For example, as the focus shifts from ‘education’ to ‘gender and development’, this implies that a different set of skills and competencies will be required of the human resources. This results in high staff turnover due to frequent changes in staffing requirements.

In the NGO sector, the employment contract is tied to the duration of a particular project. The terms “permanent and pensionable” do not exist. Most donors funding cycles are one-year, hence the employment contracts are also of one year duration, which can only be renewed if the project secures further funding. A few donors have three to five year funding cycles, but even then, the funds are released on a yearly basis, and the performance of the NGO determines whether funding for subsequent years is received. The short employment contract and uncertainty of employment can be de-motivating to employees.

NGOs work is guided by proposals which set out specific objectives to be achieved and activities to be undertaken. This is agreed with the donor before the project commences. However, due to the highly dynamic environment, there may be need to revise objectives, yet this cannot be done without the approval of the donor. The approval process is bureaucratic, and may be received after the end of the project given the short duration of projects. The inability to make decisions in response to changes on the ground, affects the morale and job satisfaction of employees (National Council of NGOs in Kenya, 1997).

The structure of NGOs is such that NGOs will have a support office usually in the city and field site(s) where the real operations are carried out. Employees working the field require the approval of head office in most decisions. This can be quite demoralizing as often the

management at head office does not understand the local context and issues. With staff often spread over a wide geographic area, participation can sometimes be a challenge, yet staff will perform best when they are involved in decisions that affect them or their work (People in Aid, 2003). The centralized bureaucracy and inflexibility of head office support leads to inefficiency and frustrations by the field staff. The United Nations High Commission for Refugees (UNHCR) faced growing frustrations and criticisms from its field staff over the inefficiency of its centralized rule-based bureaucracy and the inflexibility of headquarters support (Sanyers & Johnson, 1995).

According to Sanyers (1995), employees working with communities must be empowered to make decisions at the field/community level to enable them respond more rapidly and effectively to local needs and emergencies. This enables the organisation to become proactive rather than merely reactive to crises. Since employees are based in the field away from management, it is essential for them to be empowered to make work-related decisions as situations demand.

From the foregoing, the NGO sector is unique in its operations due to its humanitarian approach. The sector is not guided by profit motive, but rather by philanthropic assistance to communities. Thus one of the main determinants of success of NGO programmes is the ability to have employees who are committed to the goals and values of the organisation (People in Aid, 2003). As the focus is on helping communities, it is crucial that employees too must be committed to the values of the organisation and derive job satisfaction and fulfillment from working with poor communities. In this respect, job satisfaction of NGO workers who have an important place in society will affect the quality of service they render.

These unique aspects of the Kenyan NGO sector pose a major challenge to NGO management in that they must have Human Resource initiatives that will generate employee commitment and job satisfaction from their work. Employee empowerment is one of the ways through which this can be achieved. Given that there are differences between private and public sector on one hand, and NGOs operations, it is important to study the outcome of empowerment initiatives in the NGO sector. Since the external factors are already pre-determined by the nature of the environment NGOs operate in, employees can only derive

satisfaction from intrinsic factors. This scenario presents an opportunity to study the relationship between empowerment, commitment, and job satisfaction in the NGO sector.

1.2 Statement of Problem

Evidence from reviewed literature suggests that empowered employees enjoy high levels of motivation and performance. They are self-driven, take initiative, and enjoy high degree of self-confidence, esteem and efficacy. Studies undertaken on employee empowerment have mainly concentrated on developed countries and the private sector. Few studies have been done in Kenya on the subject of employee empowerment. Gumato (2003) in her unpublished MBA project, studied the relationship between perceived empowerment and job satisfaction of employees in commercial banks.

Various aspects of NGO management in Kenya have been studied, but no study has looked at employee empowerment. Kanyinga (1990) researched on the role of NGOs, emphasizing the value of NGOs in Kenya. Ndiao (2001) conducted a survey of factors which determine strategic choice in non-governmental relief and development organisations. Warsame (2002) and Kiliko (2001) both wrote on strategic planning among NGOs in Kenya. The literature on the NGO sector has focused mainly on NGOs as a body. No studies have been undertaken with a focus on the human resource employed by these organisations, which is expected to influence the lives of communities that the NGOs serve.

Given that there are differences in the environment under which NGOs operate, such as the humanitarian approach, high dependence on donor funds, short employment contracts, and high staff turnover, it is important to study the outcomes of employee empowerment initiatives in the NGO sector. Short term contracts constitute a constraint on continuity, institutional capacity building and contribute to high staff turnover (Roper 2002). As Ramsay (1992) found out, the economic, political and social context influences the type and success of employee empowerment schemes that organizations adopt. Further, he established influencing factors such as the type, size and sector of the organization. This is supported by Wilkinson (1998) who recognized that employee empowerment initiatives that may work in a large bureaucratic organization may not work in a small democratic organizational culture. These

unique contextual factors are likely to influence the link between empowerment and employee outcomes such as job satisfaction.

1.3 Objective of the study

To establish the relationship between employee empowerment and job satisfaction of employees in the NGO sector in Kenya.

1.4 Importance of the Study

There has been very little empirical research on the concept of employee empowerment in Kenya. Most of the studies have been done in developed countries, but these cannot be applied in Kenya and other developing countries en masse. There is lack of information on employee empowerment in a developing country like Kenya, and more specifically in the NGO sector. No study has examined the relationship between empowerment and job satisfaction in the NGO sector, and such a study will help ascertain whether the empowerment outcomes are the same as in the private sector

This study will contribute to the debate on employee empowerment given the unique features of the NGO sector in terms of culture, work practices, attitudes to work, and economic environment. It is hoped that this study will shed light on the relevance of the concept of empowerment in the NGO sector because of the unique features of this sector.

The study will be useful to:

- i. **Human Resource Managers:** by establishing a relationship between empowerment and job satisfaction, it will encourage human resource practitioners to apply the concept to their organisations, and find ways of empowering and creating satisfying jobs.
- ii. **NGOs Management:** it will aid them in understanding the dynamics of empowerment and how this is related to keeping employees motivated.
- iii. **Academics:** the findings of the study may be a source of secondary data for future references.

- iv. **Employees:** the findings may act as a basis for the negotiation of improved employee involvement and participation processes; as a means of achieving job satisfaction.
- v. **Managers:** will learn and appreciate the value of empowering employees and making jobs more challenging to their staff.
- vi. The study will increase available information on employee empowerment and specifically in the NGO sector in Kenya.

**UNIVERSITY OF NAIROBI
LOWER KABETE LIBRARY**

CHAPTER TWO

LITERATURE REVIEW

2.1 Historical roots of Empowerment

Employee empowerment is not a new concept; it has a rich and varied history. The concept has appeared in various forms throughout modern management literature. According to Whetter (1996) the concept first appeared in human relations theories around the 1940's-50's, the motivational and sensitivity needs of people of the 1960's, employee involvement schemes in the 1970's, and team building and quality circles initiatives of the 1980's. Employee involvement schemes flourished in the 1980's with the rise of human resource management and the realization that people are the most valuable resource of the organisation. Beadwell (1998) links Japanese economic success to the involvement of employees in work groups such as quality circles.

2.2 Empowerment as a Management Tool

Many management researchers as well as business practitioners have embraced employee empowerment as a potential solution to issues arising from rapid organizational changes and decreasing employee morale of the 1990's (Fisher 1991, Spreitzer 1995). The most common have been quality circles, team-working, and team briefing which are connected with overall organizational culture change schemes which involve de-layering, the creation of flatter organizational structures and improved communication.

Pfeffer (1998) cites accumulating evidence that organisation practices that empower employees by increasing participation can result in increased employee morale, employee commitment and worker productivity. Theorists and practitioners encourage employers to create an empowered workplace, citing research findings where empowered employees have been found to be more customer and service focused, more likely to share ideas, skills and knowledge thereby enhancing organizational learning, happier and more self actualized, innovative, and contribute more to company results than less empowered employees (Koberg et al, 1999).

Cook and Macauley (1997) view empowerment as a change management tool, which helps organisations' create an environment where every individual can use their abilities and energies to satisfy the customer. Honold, L (1997) acknowledges this by seeing empowerment as "control of one's work, autonomy on the job, variations of teamwork, and pay systems that link pay with performance".

According to Sitterly (1998), for empowerment to work it requires changes in both management and employees. The management leadership must want and believe that employee empowerment makes good business sense, while employees must act to improve the business. For an organisation to practice and foster employee empowerment, the management must trust and communicate with its employees, as employee commitment is the foundation of any employee empowerment initiative.

It is fundamental that management share information, creates autonomy and feedback mechanisms, and trains and creates self-directed teams for empowerment to succeed. Autonomy is seen as allowing employees decide how to handle a problem when an exceptional situation occurs. Feedback is the base for employee autonomy to work effectively as it improves the ability of making decisions through employee evaluations and information exchange. For autonomy to work, management must equip employees with the necessary tools and guidelines, e.g. through training which will build employee confidence.

According to Arkin (1995), empowerment is strongly associated with culture change initiatives, de-layering and restructuring, and involves devolving power and responsibilities to teams at the workplace or customer level. Hierarchy must be replaced with self-directed teams, which are assigned specific problems to be solved within their area of expertise. Teams are expected to recommend solutions, and as long as these are under the pre-established limits, should be supported by management. Group decisions must be backed by management and supported at all times, even if group decisions were proved ineffective afterwards. Clark (1999) writes that no blame is assigned, and mistakes should be viewed as a learning tool so that employees are not afraid to take risks within their areas of discretion. Honold (1997) emphasizes that wholesale organizational culture change which affects all aspects of the organization, particularly change from a low to high trust culture and tolerance of risk taking.

The challenge then to management, is that its attempt to empower employees must be genuine in both reality and employee perception. Perception is as important as reality; as an employees' perception that the organisation does not support the employee or that the supervisor continues with traditional management practices, will reduce the willingness to accept management's efforts to build an empowered environment. Studies by Rothstein (1995) and Buchanan & Preston (1992) showed that empowerment schemes failed because of management incompetence in terms of inadequate support such that employees felt they lacked authority to make meaningful decisions. If power is to be delegated, then employees need the requisite training, development and support mechanisms and processes to enable this to happen (Wilkinson, 1998).

According to Conger & Kanungo (1998) empowerment within an organisation is a process by which an employee's belief in his or her self-efficacy is enhanced. They emphasize the important role the organisation plays in either enhancing or weakening a persons belief in themselves and their sense of power. In particular, they emphasize the role of participative management structures, formal and informal goal setting processes, performance and competence based reward systems, and job enrichment, to enhance a person's sense of empowerment. Conversely, various organisation factors can significantly lower a persons self efficacy belief. Such factors as poor communication, highly centralized organizational resources, impersonal bureaucratic climate, authoritarian supervisory style, and characteristics of the job itself (lack of clarity, low task variety, limited participation, lack of meaningful goals) tend to create a sense of helplessness on the job.

From a case study of a large public bureaucratic organisation, Foster-Fisherman & Keys (1997) focused on the organizational culture support required for employees to gain influence within the organisation. Defining empowerment as the process of gaining influence over outcomes important to an individual, they described the necessary requirements of the organisation to support an empowered workforce. These requirements include ensuring that employees have (1) access to necessary resources to exercise control, (2) discretion in doing their work, and (3) opportunities to exercise prerogatives.

Further, they suggested that management must (4) ensure that formal and informal norms exist for facilitating communication both up and down the organizational structure, (5) encourage and reward participation and risk taking, (6) provide opportunities for skill development, and (7) encourage work group cohesion. They conclude that the degree to which the organisation culture is consistent with the characteristics of an empowering organisation, employees will be more likely to participate in the decision making process at work.

2.3 Techniques of Empowerment

There are various empowerment techniques and initiatives that organizations can employ to empower employees. They include training, job redesign, financial involvement, employee involvement and participation. Each of these is reviewed below.

Training

According to Cole (1997), training is a learning activity, which is directed towards acquisition of specific knowledge and skills for the purpose of an occupation. It is a planned process to modify knowledge, skills, attitudes and behavior through learning experience to achieve effective performance in activities. The purpose is to develop the abilities of the individual to satisfy both current and future needs of the organization. The benefits of training go beyond improvement in job performance and include reduced supervision, job satisfaction, reduced labor turnover, and organizational efficiency.

Training is a motivator and is essential to the acquisition and maintenance of skills necessary for optimal job performance (Bruce & Blackburn, 1992). Training opportunities are what Herzberg calls "motivators" (Herzberg et al, 1959). Training provides means for upward mobility so that employees experience the satisfaction of enriched jobs, and upgrades employee's skills preparing them for new technologies, legislation and policies leading to higher productivity and efficiency.

Job-re-design

There is evidence to show that employees do seek rewards from the work they do. Guest's (1995) study showed that more than 70% of those interviewed indicated 'the type of work

they did and the opportunity to use their initiative and ability in problem solving as yielding high satisfaction. Further, the WERS 1998 survey revealed that employers need to pay attention to intrinsic factors as much as the extrinsic factors. Specifically, employers seeking a satisfied workforce need to design the wider context of work to facilitate the satisfaction of intrinsic needs. Hence organizations need to pay attention to job design to derive satisfaction from employees. The most common practices used are job rotation, job enlargement, job enrichment and the creation of autonomous teams.

Financial involvement

There are number of means by which employees can participate in the financial performance of a company. The most common is the bonus scheme linked to performance, or participation in the ownership of the organization through shareholding. Employees with some form of financial stake in the organization over and above their salary will work harder and be more productive, and as shareholders they can participate in decision making at a corporate level. The aim of such schemes is to enhance employee commitment to the organization by linking the performance of the organization to that of the employee. Thus employees are more likely to be positively motivated and involved if they have a financial stake in the organization through profit sharing or being a shareholder (Schuller, 1989).

Employee Involvement and Participation

Employee empowerment is of two levels; involvement and participation. The two terms should not be used synonymously. Though there may be an overlap, the concepts are different and should be distinguished from one another. Employee involvement initiatives consist of practices, which are initiated by management and are designed to increase employee information with the hope that through this information, employees will feel more involved in and with the organization. The belief is that if employees are more involved they will be more content, more motivated and more committed to the goals and values of the organization as determined by management and that this will also make them more productive (Leat, 2001). Marchington et al (1992) use the term 'employee involvement' to indicate the range of managerially inspired, designed and initiated processes which are intended to improve communications with employees to generate greater commitment and enhance employee contributions to the organization.

On the other hand, employee participation refers to the processes through which employees play a greater part in the decision-making process. Wall and Lischerson (1977) state that there are three elements central to the concept of participation: influence, interaction and information sharing. Thus, while involvement is designed to merely increase information given to employees so as to enhance their commitment to the organisation, participation provides employees with the opportunity to influence or take part in decision-making on matters affecting them and their work. Through participation, employees are able to influence a wide range of issues regarding the organisation and the conduct of their work.

Employee participation is a continuum, reflecting the various degrees of participation that may be made available to employees. The continuum of participation ranges from unilateral management decision-making on one end, to bilateral decision-making on the other end. Leat (1998) developed a continuum of participation, in which he identified five stages reflecting different degrees of employee participation. At one end, there is no sharing, only unilateral decision-making or complete autonomy of the employer. This extreme position is known as managerial prerogative where management has complete and total autonomy in the operations of the organisation. The other extreme end is known as workers control where there is no participation by management. These two extremes are more theoretical and act as a guide in understanding the range of options available. In between are a range of mechanisms and processes, each of which exhibit different combinations of employee and employer autonomy, and thereby different levels of employee participation.

The five stages reflecting different levels of participation are:

Employer Control: management has complete and total autonomy in the operations of the organization;

Downward Communication: management provides employees with information to inform them on their plans. The aim is to make employees accept and implement managements' plans, without expecting feedback;

Consultation/Cooperation: employees are involved in task-oriented issues and consulted in problem-solving. This is seen as 'participation' only in the sense that employees are consulted about decisions affecting their work. However, the employer is not obliged to implement the employees' views;

Joint Consultation/Control: this enables employees to take part in management decision-making either directly or through representatives. The most common approach is joint consultation committees, where management and workers discuss issues and come up with mutually accepted solutions. Other approaches include collective bargaining and work councils;

Employee Control: this includes self-management work teams and board representation.

Organisations are at different levels of employee empowerment, with very few having achieved full participation. Japan is cited as an exemplar of employee participation practices, with the most commonly emulated participation techniques being the quality circles and teamwork, in giant corporations such as Hitachi, Nissan, Honda, Mitsubishi and Toyota.

Research of an analytical nature into employee empowerment is relatively sparse. However, a review of various research studies and surveys points to evidence which suggests that organisations are increasingly embracing the concept of employee empowerment. The Price Waterhouse Cranfield Survey investigated trends in employee communication in 1990 and 1991, with subsequent surveys in 1995 and 1999 revealing a marked increase in attempts at communicating with the workforce. However these surveys did not indicate the degree of participation by employees in organisations.

Frohlich and Krieger (1990) examined the extent of employee participation in technological change in five European Union countries. They found that, of the four stages of introducing new technology: planning, selection, implementation and evaluation; workers were more likely to be involved in the latter stages, and that full participation particularly in decision making remained relatively low for all countries and at all the stages.

In a comparative study of employee involvement in the banking sector in Britain and Sweden, Holden (1996) concluded that most participation mechanisms do not encourage participation by the workforce on strategic issues. Most are confined to workplace areas, and thus tend to restrict the employee in their sphere of control. Most of the studies on empowerment show that there is a contradiction in what employees and management want from employee empowerment initiatives, and what management are prepared to allow the workforce in terms

of empowerment and control. Empowering employees implies that management must be prepared to lose some control and learn to accommodate a more questioning workforce.

2.4 Job Satisfaction

Employee commitment and satisfaction are a matter of concern to all organisations. The desire to have satisfied employees is pervasive among all organisations. The belief is that satisfied employees are more productive, produce high quality work, and are more committed to the achievement of organizational goals. Several studies (Kim, 2002, Laschinger et al, 2001, Tarnowski et al, 1994, Ting 1996) indicate that satisfied workers have intrinsic work motivation, higher productivity, and lower absenteeism and turnover. Hence organisations that have satisfied workers are more efficient and effective.

Herzberg's two-factor theory of motivation (1959) contributed much to the understanding of work motivation and job satisfaction. He identified two components of employee satisfaction: "motivators" and "hygiene factors", drawing attention to the importance of job content factors in work motivation, which had been neglected by earlier scholars. The hygiene factors cannot motivate employees but are important in minimizing dissatisfaction if handled properly. These are issues related to the employees' environment: company policies, salary, supervision, interpersonal relations and work conditions. Motivators on the other hand create satisfaction by fulfilling an individuals' need for meaning and personal growth.

According to Herzberg, only a challenging job, which offers opportunities for achievement, recognition, responsibility and advancement will motivate employees and lead to job satisfaction. The concept of empowerment supports Herzberg's satisfiers, as it leads to interesting and meaningful work, achievement, recognition, responsibility, and advancement.

2.5 Empowerment and Job Satisfaction

Empowerment as a theoretical concept has had a strong influence on managerial effectiveness, organisation effectiveness and organisation innovation. Organisations have adopted employee empowerment initiatives to increase organizational productivity, flexibility, responsiveness, and customer service. Both workers and management seem to

share the belief that the process of employee empowerment is advantageous both for the individual and the organisation (Koberg et al, 1999).

Empowerment means that power within the organisation is distributed to a broader range of employees at more levels of the hierarchy, hence empowered employees may make decisions that were typically reserved for supervisors and management (Arkin, 1995). The control hierarchy is reduced and decision making is pushed down to the frontline employees. Empowered employees no longer require close supervision of middle managers. This therefore makes employees to be more satisfied with the challenging job.

Levels of job satisfaction tend to increase as one moves up the hierarchy in an organisation. In general, senior managers tend to be more satisfied with their jobs than entry-level employees. Satisfied employees will be more likely to go an extra mile for their organisations to ensure organisation efficiency, effectiveness, and competitive advantage (Lawson, 2001). Thus it is critical for organisations to have satisfied employees who can go “above and beyond the call of duty” – this can range from putting in extra hours, coming up with creative innovative solutions, etc. Lastly, satisfied employees are less likely to quit.

Despite the above literature, no study to the knowledge of the researcher has been done on the link between job satisfaction and empowerment in the NGO sector, even though the two seem to complement one another as a satisfied employee derives the satisfaction from being empowered. This missing link is what the study is intended to find out. The NGO sector is unique. Most NGOs are small in size, depend on donor funding, engage employees on short-term contracts which hardly guarantee employees job security. In this situation it is not clear if empowerment would be related to job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the research methodology used in the study. It includes the population of study, sample size, sampling techniques, data collection techniques and data analysis techniques.

3.1 Research Design

A survey research design was used. This was considered appropriate for the research question and objectives of the study. This is a correlational study whereby cross-sectional data was generated to facilitate comparative analysis.

3.2 Population and Sampling Frame

The population of study consisted of NGOs registered with the NGOs Coordination Board. As at March 2007, there were 2,000 registered NGOs.

3.3 Sample Size and Sample Selection

Since it is not possible to study all the NGOs, the study focused on international NGOs registered in Nairobi which are operational with annual budget of over \$5,000,000. A random sample of 10 NGOs was used. Ten employees were selected from each organization, resulting in a sample of 100 employees. This sample size is large enough for statistical analysis.

This method of determining sample size was used rather than the probability method due to non-availability of parameters such as standard deviation of the population of study.

3.4 Data Collection

Primary data was used in the study. The main data collection instrument was a self-administered questionnaire. The questionnaire was divided into three parts. The first part gathered general data on the respondent and the organisation. The second part was used to gather data to establish the level of employee empowerment in the organisation. The third part of the questionnaire was used to measure the level of job satisfaction among employees.

A five-point Likert scale, ranging from 1 'strongly disagree' to 5 'strongly agree' was used. The items measuring job satisfaction were adapted from Bruce and Blackburn (1992), and the items measuring empowerment were adapted from Spritzer (1995a).

The entry point to the NGOs was the Human Resource (HR) Manager. The questionnaires were handed to the HR Manager, who selected 10 employees at random.

3.5 Data Analysis

Data was first edited for completeness and consistency. The data was then analyzed using descriptive statistics such as mean, frequency distributions and percentages. The analyzed data was presented in tables, graphs and charts.

Regression analysis was used to determine whether there is a relationship between the variables. T-test statistic was used to determine the significance of the relationship.

Pearson's Product Moment Correlation Coefficient was used to determine the direction and strength of the relationship between the elements of empowerment and job satisfaction. The last item on job satisfaction scale "considering everything am satisfied with my job" was used to represent the overall correlation coefficient on job satisfaction as it subsumes all other elements.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

This chapter presents the findings of the research. It is divided into three sections:

- i. General information about the NGOs surveyed.
- ii. Data on empowerment and job satisfaction.
- iii. Findings on the relationship between empowerment and job satisfaction.

4.1 Findings

4.1.1 Profile of Respondent NGOs

In the study, 10 out of 2,000 NGOs were surveyed. They comprised of Catholic Relief Services, Christian Children's Fund, Worldwide Fund for Nature, African Medical Research Foundation (AMREF), World Vision Kenya, Oxfam UK, Action Against Hunger, International Planned Parenthood Federation, Joint Voluntary Agency, and Liverpool VCT. Respondents consisted of 10 employees picked randomly from each of the 10 organisations.

4.1.2 Response Rate

Out of 100 questionnaires administered, 54 were completed and returned, giving a response rate of 54%.

Table 1: Distribution of Respondents by NGOs

NGO	Frequency	Percent
Catholic Relief Services	7	13.0
Christian's Children Fund	8	14.8
Worldwide Fund for Nature	7	13.0
World Vision Kenya	6	11.0
Oxfam Great Britain	6	11.0
AMREF	5	9.3
Action Against Hunger	4	7.5
International Planned Parenthood Federation	3	5.6
Joint Voluntary Agency	3	5.6
Liverpool VCT	5	9.3
Total	54	100

7 of the organisations had a response rate of above 50%. Only 3 organisations had low response rate of below 50%.

4.1.3 Distribution of Respondents by Age

A summary of the respondents' age brackets is presented in table 2 below. Majority (70%) of the respondents were in 26-35 age bracket. Only 11% were above 40 while 2% were in 18-25 age bracket.

Table 2: Distribution of Respondents by Age

Age	Frequency	Percent
18 – 25	1	2
26 – 30	26	48
31 – 35	12	22
36 – 40	9	17
Above 40	6	11
Total	54	100

4.1.4 Distribution of Respondents by Years of Service

From table 3 below, 59% of respondents have served for more than 2 years. Only 16.7% of respondents have worked for less than one year.

Table 3: Distribution of Respondents by Years of Service

No. of years	Frequency	Percent
Less than 1	9	16.7
1 – 2	13	24.1
3 – 5	18	33.3
6 – 10	9	16.7
Above 10	5	9.3
Total	54	100

4.1.5 Distribution of Respondents by Terms of Employment

Majority (64.8%) of the respondents had contractual terms of employment while 31.5% were on permanent terms.

Table 4: Distribution of Respondents by Terms of Employment

Terms	Frequency	Percent
Contract	33	64.8
Permanent	19	31.5
Other-Open Ended	2	3.7
Total	54	100

As shown in table 5, of the respondents on contractual terms of employment, 84% were on current contract ranging from 2 years and above

Table 5: Length of current contract

Length of current contract	Frequency	Percent
Less than 6 months	2	6.1
1 year	3	9.1
2 years	19	57.6
More than 2 years	9	27.2
Total	33	100

4.1.6 Distribution of Respondents by Job Category

As shown in table 6, majority (66%) of the respondents were in support function, providing a facilitation role to programs in the NGOs.

Table 6: Distribution of Respondents by Job Category

Category	Frequency	Percent
Program	16	29.6
Support	36	66.7
Other	2	3.7
Total	54	100

4.2 Levels of Employee Job Satisfaction

Respondent's levels of job satisfaction are summarized in table 7 below. The responses are captured in frequencies and means for the various attributes used to measure job satisfaction. The respondents were required to rate their level of job satisfaction using a Likert scale ranging from "very strongly agree" (1) to "strongly disagree" (5).

Table 7 further shows that the respondents were generally agreeable to the job satisfaction elements as most of the elements had mean scores below 3.0. The statements with highest level of agreement with mean score below 2.5 include:

- i. I have good relations with my co-workers (mean = 2.04)
- ii. In my job I am treated as a responsible and important person (mean = 2.5)
- iii. My job is important (mean = 1.93)
- iv. I frequently see the results of my job (mean = 2.06)
- v. I would like to be more involved in decision making (mean = 2.07)
- vi. My co-workers cooperate to get the job done (mean = 2.49)
- vii. I perform work that is meaningful (mean = 2.04)
- viii. The organisation has a good reputation as an NGO (mean = 1.91).

However, respondents were not agreeable on the following statements which had a mean score above 3:

- i. If I do well, I expect to be promoted to a job with more prestige and salary (mean = 3.05).
- ii. I believe my salary is about the same as I would earn elsewhere (mean = 3.91).
- iii. I receive adequate and fair compensation (mean = 3.63).

The mean score for overall job satisfaction was 3.0. Respondents were generally satisfied with their jobs. The frequencies in table 7 show that 7% of respondents were highly satisfied, 19% were moderately satisfied and 44% were fairly satisfied.

Table 7: Job Satisfaction Scores

	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Job satisfaction elements	F	F	F	F	F	
I have variety in my job	9	12	22	10	1	2.64
If I do my job well, I expect to be promoted to a job with more prestige & salary	11	10	11	13	9	3.05
I have pleasant work surroundings	9	14	26	4	1	2.52
I have good relations with my co-workers	16	20	18	0	0	2.04
In my job, am treated as responsible and important person	7	18	24	5	0	2.5
I believe too much work is expected of me	7	11	19	17	0	2.85
My job is important	20	21	11	1	1	1.93
I frequently see the results of my job	13	25	14	1	1	2.06
I would like to be more involved in decision making in my organisation	16	20	16	2	0	2.07
My co-workers cooperate to get the job done	8	16	26	3	1	2.49
I believe my supervisor is aware of the difficulties I experience in my job	10	10	24	9	1	2.65
I have input into decisions made in my department	10	13	20	9	2	2.63
I have adequate authority to carry out my job	10	13	24	5	2	2.55
I perform work that is meaningful	18	20	13	2	1	2.04
The organisation has a good reputation as an NGO	24	13	16	0	1	1.91
I believe my salary is about the same as I would earn elsewhere	1	2	13	22	16	3.91
My supervisor encourages me to suggest new ways of doing things	6	11	25	11	1	2.82
My supervisor encourages me to seek new educational opportunities	10	9	15	18	2	2.87
I receive adequate and fair compensation	1	3	20	21	9	3.63
I have opportunities to use and develop my skills and knowledge	4	16	24	8	2	2.74
Considering everything, I am satisfied with my job now	4	10	24	12	4	3.00

Key: F represents "frequency"

4.3 Levels of Employee Empowerment

Table 8 below captures the responses in frequencies for the various attributes used to measure employee empowerment. The respondents were required to rate their level of empowerment using a rating scale ranging from "very strongly agree" (1) to "strongly disagree" (5). The statement "I have control over those aspects of my job for which I am accountable" was used as the overall measure for empowerment.

Table 8 shows that the respondents were generally in agreement with the empowerment statements as most of the statements had mean score below 3. This shows that most of the respondents felt empowered. The statements with highest level of agreement (with mean score below 2.5) were:

- i. My supervisor involves me in decisions that affect my job (mean = 2.39).
- ii. My supervisor encourages teamwork (mean = 2.22)
- iii. I have control over those aspects of my job for which am accountable (mean =2.5).
- iv. My work gives me the ability to contribute to the success of my organisation (mean = 2.26).
- v. I am proud to work for my organisation (mean = 2.28).
- vi. I am inspired by what we are trying to achieve as an organisation (mean = 2.04).

The above statements indicate that respondents were involved in decision making at task level, performed work that is meaningful to them, and their supervisors trusted them.

However, respondents were not agreeable on the following empowerment statements (mean score above 3):

- i. Employees take part in management decision making either directly or through representatives (mean = 3.11).
- ii. My organisation provides training opportunities to develop skills necessary for my job (mean = 3.21).
- iii. Employees are provided with equal opportunities to fulfill career potential within the organisation (mean = 3.20).

Table 8: Respondents' Empowerment Scores

	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Employee Empowerment Elements	F	F	F	F	F	
Management has complete & total autonomy in the operations of the organisation	8	15	20	9	2	2.65
Management provides employees with information to inform their plans	6	13	31	1	3	2.66
Employees are involved & consulted in problem solving and decisions relating their work	2	11	28	11	2	3.00
Employees take part in management decision making either directly or through representatives	2	9	28	11	4	3.11
Employees practice self-management & are represented in the management board	3	10	24	8	4	3.00
Supervisor delegates authority to me	5	19	20	8	2	2.67
Supervisor involves me in decisions that affect my job	10	15	26	2	1	2.39
Supervisor encourages teamwork	19	13	14	6	2	2.22
I am always informed of what is going on in the organisation	6	8	25	10	5	2.98
Employees are encouraged to take action to improve quality in their jobs	10	13	23	5	3	2.57
I have considerable opportunity for independence & autonomy in how I do my job	6	12	24	12	0	2.77
I am encouraged to develop creative and innovative ideas	9	11	23	8	3	2.70
Flexibility and independence are allowed in the organisation	5	15	21	10	3	2.80
Organisation provides training opportunities to develop skills necessary for my job	7	10	10	19	8	3.21
Employees are provided with equal opportunities to fulfill career potential within the organisation	6	5	22	14	7	3.20
I have control over those aspects of my job for which I am accountable	9	16	21	7	1	2.50
I receive appropriate recognition for my contribution	6	9	25	10	4	2.96
My work gives me the ability to contribute to the success of my organisation	14	15	23	1	1	2.26
I am proud to work for my organisation	15	16	18	3	2	2.28
I am inspired by what we are trying to achieve as an organisation	18	20	13	1	2	2.04

Key: F represents "frequency"

The mean score for overall employee empowerment was 2.5, implying that respondents felt generally empowered. The frequencies in table 8 show that 16.7% of respondents were highly empowered, 29.6% were moderately empowered and 38.9% were fairly empowered.

4.4 Empowerment and Selected Biographical Variables

T-test was used to determine whether there were significant differences between empowerment and biographical variables. The key question was:

“Are there significant differences in empowerment resulting from?”

- i. Respondents age

- ii. Years of service
- iii. Nature of employment terms
- iv. Job satisfaction of employees

4.4.1 Level of Empowerment and Respondents' Age

In order to use the t-test procedure to test levels of empowerment with age, the respondents were grouped into two categories i.e. 18-35 and above 35 years. The null hypothesis tested is that there was a significant difference between respondents who are 18-35 years and those over 35 years in their level of empowerment. The results are presented in table 9 below.

Table 9: t-test results for the differences in Empowerment based on age

Empowerment Attribute	Respondent Age	Mean	Mean difference	Number	Standard Deviation	t-value
I have control over those aspects of my job for which am accountable	18 - 35	2.5897	0.1897	39	0.9925	0.63
	Above 35	2.400	0.1897	15	0.9856	

Table 9 indicates that the mean calculated from overall level of empowerment of respondents between the ages of 18-35 years differs by 0.1897 from the mean of those over 35 years at 0.05 level of significance ($t=0.63$, $p=0.05$). This indicates that there is significant difference between age and level of empowerment for this sample therefore age is a significant factor in determining empowerment.

4.4.2 Level of Empowerment and Years of Service

Respondents were divided into two categories of below 2 years and above 2 years of service to gauge the difference in their level of empowerment. The hypothesis tested was that there is significant difference between the respondents with less than 2 years service and those with more than 2 years of service. The results are presented in table 10 below.

Table 10: t-test results for the differences in Empowerment based on Years of Service

Empowerment Attribute	Years of Service	Mean	Mean difference	Number	Standard Deviation	t-value
I have control over those aspects of my job for which am accountable	Below 2	2.4091	0.2159	22	1.098	0.789
	Above 2	2.625	0.2159	32	0.907	

The results indicate the mean for overall level of empowerment for respondents who have served for less than two years differs by 0.22 from the mean of those who have served for more than two years at 0.05 level of significance ($t=0.789$, $p=0.05$). This implies that there is significant difference between years of service and level of empowerment, hence number of years worked is a significant factor in determining empowerment for this sample.

4.4.3 Level of Empowerment and Contract Terms

Respondents were divided into two categories of contract and permanent employment terms of employment, in order to determine the difference in their level of empowerment. The null hypothesis tested was that there is significant difference between the respondents with contracts terms of employment and those on permanent terms. The results are presented in table 11 below:

Table 11: t-test results for the differences in Empowerment based on Terms of Employment

Empowerment Attribute	Terms of Employment	Mean	Mean difference	Number	Standard Deviation	t-value
I have control over those aspects of my job for which am accountable	Contract	2.5143	6.47	35	0.9194	0.607
	Permanent	2.5789	6.47	19	1.1213	

The results indicate that there is significant difference between the level of empowerment of respondents on contract terms and those on permanent terms of employment.

4.5 Job Satisfaction and Respondents Age

The respondents were grouped into two categories in order to use the t-test procedure to test levels of job satisfaction with age. The null hypothesis tested was that there is a significant difference between levels of job satisfaction between respondents who are 18-35 years and those over 35 years. The results are presented in table 12 below.

Table 12: t-test results for the differences in Job Satisfaction based on age

Job Satisfaction Attribute	Respondent Age	Mean	Mean difference	Number	Standard Deviation	t-value
Considering everything, I am satisfied with my job now.	18 - 35	2.9487	0.2051	39	1.050	0.607
	Above 35	3.1538	0.2051	13	1.068	

The results as presented in table 12 are significant at $p=0.05$. There is significant difference between levels of job satisfaction between respondents who are 18-35 years, and those who are over 35 years.

4.5.1 Job Satisfaction and Years of Service

The respondents were grouped into those who have served for less than two years, and those who have served for more than two years. The hypothesis tested was that there is a significant difference between respondents who have served for less than two years and those who have served for more than two years in their levels of job satisfaction. The results are presented in table 13.

Table 13: t-test results for the differences in Job Satisfaction based on Years of Service

Job Satisfaction Attribute	Years of service	Mean	Mean difference	Number	Standard Deviation	t-value
Considering everything, I am satisfied with my job now.	Less than 2	2.7273	0.4727	22	0.9847	1.633*
	More than 2	3.200	0.4727	30	1.0635	

* $p<0.05$

The results as presented in table 13 confirmed the hypothesis that there was significant difference between the levels of job satisfaction of respondents who have worked less than two years, and those who have worked for more than two years. Therefore, length of service was a significant determinant of job satisfaction for this sample.

4.5.2 Job Satisfaction and Terms of Employment

Respondents were divided into two categories of contract and permanent terms of employment, in order to determine the difference in their levels of job satisfaction. The null hypothesis tested was that there is significant difference between the respondents with contracts terms of employment and those on permanent terms in their levels of job satisfaction. The results are presented in table 14 below:

Table 14: t-test results for the differences in Job Satisfaction based on Terms of Employment

Job Satisfaction Attribute	Employment Terms	Mean	Mean difference	Number	Standard Deviation	t-value
Considering everything, I am satisfied with my job now.	Contract	2.9429	0.1748	35	0.9684	0.56
	Permanent	3.1176	0.1748	17	1.2187	

The results indicate that there was significant difference between the level of job satisfaction of respondents who have contract terms of employment, and those who have permanent terms of employment ($p < 0.05$). Thus, nature of employment terms was a significant determinant of job satisfaction for this sample.

4.6 Relationship between Empowerment and Job Satisfaction

Pearson's Product Moment Correlation Coefficient was used to determine the direction and strength of the relationship between the elements of empowerment and job satisfaction as per the objective of the study. The last item on the job satisfaction elements "considering everything, I am satisfied with my job now" was used to represent the overall coefficient on job satisfaction as it subsumes all the other elements of job satisfaction. The results are summarized below:

Table 15: Results of the Pearson's Correlation Analysis for the Relationship between Empowerment and Job Satisfaction

Elements of Empowerment	r
Management has complete & total autonomy in the operations of the organization	-0.124
Management provides employees with information to inform their plans	0.203
Employees are involved & consulted in problem solving and decisions affecting their work.	0.405**
Employees take part in management decision making either directly or through representatives.	0.174
Employees practice self-management & are represented in the management board.	0.151
My supervisor delegates authority to me.	0.161
My supervisor involves me in decisions that affect my job.	0.373**
My supervisor encourages teamwork.	0.478**
Am always informed of what is going on in the organisation.	0.278*
Employees are encouraged to take action to improve quality in their jobs.	0.157
I have considerable opportunity for independence & autonomy in how I do my job.	0.417**
I am encouraged to develop creative and innovative ideas.	0.447**
Flexibility and independence are allowed in the organisation.	0.465**
My organisation provides training opportunities to develop skills necessary for my job.	0.173
Employees are provided with equal opportunities to fulfill career potential within the organisation.	0.324*
I have control over those aspects of my job for which am accountable.	0.393**
I receive appropriate recognition for my contribution.	0.550**
My work gives me the ability to contribute to the success of my organisation.	0.281*
I am proud to work for my organisation.	0.460**
I am inspired by what we are trying to achieve as an organisation.	0.394**

* Correlation coefficient is significant at 0.05 level (2-tailed)

** Correlation coefficient is significant at 0.01 level (2-tailed)

The above analysis indicates that there was a significant correlation between empowerment and job satisfaction at $r=0.393$, $p<0.01$ level of significance.

The following elements of empowerment had strong correlation coefficients:

- i. Employees are involved and consulted in problem solving and decisions affecting their work ($r=0.405$)
- ii. My supervisor encourages teamwork ($r=0.478$).

- iii. I have considerable opportunity for independence and autonomy on how I do my job ($r=0.417$).
- iv. I am encouraged to develop creative and innovative ideas ($r=0.447$).
- v. Flexibility and independence are allowed in the organization ($r=0.465$).
- vi. I receive appropriate recognition for my contribution ($r=0.550$).
- vii. I am proud to work for my organization ($r=0.460$).

In general, there is a significant correlation between job satisfaction and empowerment as evidenced by the fact that most empowerment elements had a significant correlation with the overall measure of job satisfaction.

CHAPTER 5

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents discussion of the main findings, draws conclusions and makes recommendations emanating from the research findings.

5.1 Discussion

The objective of the study was to establish the relationship between employee empowerment and job satisfaction among employees working in NGOs in Kenya. The study showed that there was a significant correlation between the two variables, suggesting that most employees of NGOs were satisfied and empowered in their jobs. Attributes of empowerment such as involvement in decision making, independence and autonomy, teamwork, and recognition were the most agreed to by the employees. These same attributes also had the highest correlation with job satisfaction. Appropriate recognition of an employee's contribution, involvement and consultation in decisions affecting their work, being encouraged to develop creative and innovative ideas, and being proud to work for the organization, are among factors that correlate highly with job satisfaction.

The above findings are consistent with literature reviewed, which observed that empowerment promotes employee well being and job satisfaction (Zimmerman, 1990, 1995). This is achieved through work autonomy, enabling employees make decisions, assume risks, participate and take actions, enhancing their confidence and self-esteem. Empowerment also increases an employee's contribution to the organization in terms of increased productivity.

The statements used to measure empowerment as developed by Spritzer (1995) were tested and the results showed that employees felt empowered. Key empowerment attributes as pointed out by the indicator statements include:

- i. Participation in decision making (my supervisor involves me in decisions that affect my job).
- ii. Meaningful work (I am proud to work for my organization).
- iii. Self-control (I have control over those aspects of my job for which am accountable).
- iv. Teamwork (my supervisor encourages teamwork).

- v. Impact (my work gives me the ability to contribute to the success of my organization).

The aspects of empowerment that were rated low are those of joint consultation and control. Employees did not feel that they are involved in management decision making either directly or through representatives. This is an indicator that organizations have not achieved full participation as per the continuum of participation as developed by Leat (1998). The results of the study indicate that most organizations are at "Downward communication" (management provides employees with information to inform their plans) and "Consultation" (employees are consulted in problem solving and decisions affecting their work) level of employee participation. Thus, NGOs should strive to move to the higher levels of employee participation in order to reap the full benefits of employee empowerment.

The study showed that employees were generally satisfied with their jobs as they were in agreement with most of the job satisfaction attributes. The job satisfaction attributes as developed by Bruce and Blackburn was tested and the results indicated that employees were satisfied. The job satisfaction attributes with the highest level of agreement were:

- i. Job variety (I have variety in my job).
- ii. Quality of working conditions (I have pleasant work surroundings).
- iii. Social relations at the workplace (I have good relations with my co-workers; my co-workers cooperate to get the job done).
- iv. Impact of the job (I frequently see the results of my job).
- v. Challenges the job generates (I believe too much work is expected of me).
- vi. Personal growth (I have opportunities to use and develop my skills and knowledge).
- vii. Fulfillment (I perform work that is meaningful).

The study revealed that 70% of the employees were satisfied with their jobs. Factors that contributed to their satisfaction include importance of the job, good relations among co-workers, challenge generated by the job, fulfillment and personal growth. This is consistent with Herzberg's two factor theory of motivation and job satisfaction (1959). The above factors that were rated highly by employees are "motivators" related to the job content.

On the other hand, the aspects of job satisfaction that were rated low included pay and benefits (I receive adequate and fair compensation) and the perceived fairness of the promotion system (if I do my job well, I expect to be promoted with more prestige and salary). These are issues related to the environment, which Herzberg classified as job context factors.

It is interesting to note that employees did not feel that they were encouraged to suggest new ways of doing things, nor encouraged to seek new educational opportunities.

5.2 Conclusions

Generally, the study established that there is a significant relationship between job satisfaction and employee empowerment. This is supported by literature which says that employees derive job satisfaction from being empowered (Koberg et al, 1999).

From the study, it has been established that different attributes of empowerment can be used to create or enhance job satisfaction in the NGO sector. These attributes include job autonomy, involvement in decision making, creativity and innovativeness, and recognition. Hence, management of NGOs ought to look into ways of empowering their employees as it leads to job satisfaction.

The empowerment attributes that scored poorly show that NGOs need to do more to achieve higher levels of employee participation. Employees would like to be more involved in decision making, and not just to be merely informed of managements' plans. Hence management needs to look into ways of closing this gap through innovative and inclusive plans.

5.3 Recommendations

For NGOs today, the desire to achieve high levels of job satisfaction is pervasive due to their humanitarian approach. While some NGOs have put in place strategies aimed at empowering their employees such as training, teamwork, and flexibility, more needs to be done. Since management cannot accomplish organizational goals on its own, there is need to empower employees to become involved and committed to accomplishment of organizational goals.

The recommendations for NGO management are:

- NGO management need to develop organization structures that support employee empowerment programs and initiatives. Such structures include de-layering, and creation of self-directed teams which have discretion in doing their work. The organization structure must support autonomy and efficient information exchange to facilitate communication both up and down the organization structure.
- NGOs need to create an organization culture that supports and facilitates employee empowerment. Such a culture includes building trust, changing management perspectives, providing opportunities for skill development, and opportunities for career growth within the organization.
- NGO management needs to put more emphasis on training and capacity building of staff.

5.4 Limitations of the Study

The researcher was limited by sample size. Only 10 NGOs were surveyed out of 2,000 NGOs. This may lead to unfair generalization of the findings.

The survey only captured NGOs based in Nairobi. This may not give a representative picture of NGOs which are found all over the country.

5.5 Suggestions for Future Research

- i. There is need to replicate the study to involve more NGOs in different parts of the country.
- ii. Future studies should attempt to use a larger sample so that the results can be generalized.
- iii. There is need to do longitudinal studies on empowerment.

REFERENCES

- Arkin, A (1995). "The bumpy road to devolution". **People Management**, 30 November.
- Armstrong, M (1977). **A Handbook of Human Resource Management Practice**. 7th Edition, London, Kogan Page Limited.
- Bardwick, J.H (1991). **Danger in the confort zone**. American Management Association, New York
- Beardwell, I & Holden, L (1994). **Human Resource Management: A Contemporary Approach**. 3rd Edition, London, Prentice Hall.
- Beer, M, Spector, B, Lawrence, P, Quinn Mills, D, and Walton, R (1984). **Managing Human Assets**, New York, Free Press.
- Bourke, J.F (1998). "Employee Empowerment". **Dallas Business Journal**, Vol.21 No.46.
- Bruce, W & Blackburn, J (1992). **Balancing job satisfaction and performance: a guide for Human Resource professionals**. Greenwood Publishing Group Inc.
- Buchanan, D & Preston, D (1992). "Life in the cell: supervision and team in a manufacturing systems engineering environment". **Human Resource Management Journal**, Vol.2 No.4.
- Clark, S (1999). "Magic of Empowerment: A blessing or a curse?". **Long Island Business News**, Vol.47 No.10.
- Cole, G.A (1997). **Personnel Management: Theory and Practice**. 4th Edition, London, Letts Educational Aldine Place.
- Conger, J.A & Kanungo, R.N (1998). "The Empowerment Process: Integrating Theory and Practice". **Academy of Management Review**, Vol.13 No.3.
- Cook, S & Macauley, S (1997) "Empowered Customer Service". **Empowerment in Organisations**, Vol 5 No.1

Culley, M, O'Reilly, A, Millward, N, Woodland, S, Dix, G, Bryson, A (1998). **The 1998 Workplace Employee Relations Survey: First Findings**. London: ESRC/ACAS/PSI/DTI

Fowler, Alan (1989). **Institutional Development and NGOs in Africa**.

Frey, R (1993). Empowerment of else. **Harvard Business Review**, Vol.71 No.5

Frohlich, D, and Krieger, H (1990). "Technological Change and Worker Participation in Europe". **New Technology, Work and Employment**, Vol.5 No.2.

Gandz, J (1990). "The Employee Empowerment Era". **Business Quarterly**, Vol.55 No.2.

Graham, H.T & Bennett, R (1998). **Human Resources Management**. 8th Edition, London, Pitman Publishing.

Guest, D (1987). "Personnel Management and Industrial Relations". **Journal of Management Studies**, Vol.24, No.5.

Gumato, Ukar (2003). "Survey of the relationship between the perceived empowerment and job satisfaction of employees in commercial banks in Nairobi". **Unpublished MBA Project**, University of Nairobi.

Hacket, R.D & Guion, R.M (1985). "A re-evaluation of the absenteeism-job satisfaction relationship". **Organisational Behaviour and Human Decision**, Vol.35.

Herrenkohl R.C , Judson G.T, Heffner J.A (1999). Defining and measuring employee empowerment. **Jornal of Applied Behavioral Science**, Vol.35 No.3.

Herzberg, F, Mausner, B, Snyderman, B and Somerset, N (1993). **The Motivation to Work**. Transaction Publishers.

Holden, L (1996). "HRM and employee involvement in Britain and Sweden: a comparative study". **International Journal of Human Resource Management**, Vol 7 No.1.

Honold, L (1997). "A Review of the literature on employee empowerment". **Empowerment in Organisations**, Vol.5, No.4.

Kanter, R.M (1983). "The change masters: innovation and entrepreneurship in the American Corporation". New York, Simon & Schuster.

Kanyinga, H.K (1990). "The role of NGOs in creating local capacity for development: the case of Meru". **Unpublished MA thesis**, University of Nairobi.

Kim, S (2002). Participative management and job satisfaction: Lessons for management leadership. **Public Administration Review**, Vol 62 No.2

Kepler, K (1994). **Achieving job satisfaction: a crisp assessment profile**. Crisp Publications Inc.

Kiliko, Jonathan (2001). "Strategic planning with NGOs in Kenya". **Unpublished MBA Project**, University of Nairobi.

Laschinger, H,S, Finegan, J, & Shamian, J (2001). The impact of workplace empowerment, organisational trust on staff nurses work satisfaction and organisational commitment. **Health Care Management Review**, Vol 26 No. 3.

Lawler, E (1986). **High involvement management**. San Francisco, California.

Lawson, K, Savery, J, & Alan Luks (2001). "The relationship between empowerment, job satisfaction and stress level: some Australian evidence". **Leadership & Organisation Development Journal**, Vol. 22 Issue 3. MCB UP Ltd.

Leat, M (1998). **Exploring Employee Relations**. Oxford, Butterworth Heinemann.

Locke, E.A (1976). **The nature and causes of job satisfaction: a handbook of industrial and organisational psychology**. Rand McNally, Chicago.

Luthans, F (2006). **Psychological Capital: Developing the Human Competitive Edge**. New York, Oxford University Press.

Marchington, M, Goodman, J, Wilkinson, A (1992). "New developments in employee involvement". **Employment Department Research Series No.2**, Manchester. Manchester School of Management.

Menon, S.T (1995). Employee Empowerment: Definition, Measurement and Construct Validation. **Doctoral dissertation**, McGill University, Montreal, Canada.

Murtaza Jaffer, (1994). **NGOs: The Kenyan experience**. Kituo cha Sheria, Nairobi.

National Council of NGOs in Kenya (1997). **NGOs in Kenya: A review of issues and literature**. National Council of NGOs, Nairobi.

National Council of NGOs in Kenya Directory (2003).

Ndiao, Solomon (2001). "Factors influencing strategic choice in NGO relief and development organisations in Kenya". **Unpublished MBA Project**, University of Nairobi.

Ngethe, N (1991). In search of NGOs: Towards a funding strategy to create NGO reserach capacity in Eastern and Southerm Africa. **Institute of Development Studies Occassional Paper No.58**, University of Nairobi.

Ngethe, N & Kanyinga, K (1992). The politics of development space: The State and NGOs in the delivery of basic services in Kenya. Working paper No. 486, **Institute for Developemnt Studies**, University of Nairobi.

Pascale, R and Athos, A (1982). **The Art of Japaense Management**. London.

Pfeffer, J (1998). **The Human Equation: Building profits by putting people first**. Harvard Business School Press.

People in Aid (2003). Promoting good practice in the management and support of aid personnel. **People in Aid**, London.

Peters, T and Waterman, R (1982). **In search of excellence: lessons from America's best run companies**. New York, Harper and Row.

Price Waterhouse Cranfield Project (1991). Report on International Strategic Human Resource Management, Cranfield: **Cranfield School of Management**.

Poole, M.(1986). "Towards a new industrial democracy:workers' participation in industry. London

Ramsay, H (1992). "Commitment and involvement". **The Handbook of Human Resource Management**. Oxford, Blackwell.

Reece, B & Brandt, R (1999). **Effective Human Relations in Organisations**. 7th Edition, Boston, Houghton Mifflin Company.

Roper, L & Pettit, J (2002). "Development and the Learning Organisation". **Development in Practice**, Vol. 12 No.3. Routledge, London

Rothstein, L.R (1995). "The empowerment effort that came undone". **Harvard Business Review**, January-February.

Sanyers, I & Johnson, G (1995). "UNHCR: Achieving the impossible". **The State of the World's Refugees: In search of solutions**. Oxford University Press.

Schuller, T (1989). "Financial Participation". **New Perspectives on Human Resource Management**. London.

Senge, P (1990). **The Fifth Discipline: The art and practice of the learning organisation**. Society of Organisational Learning, Massachusetts.

Sitterly, C (1998). "Empowering others improves workplace quality". **Business Press**, Vol.11 No.22

Spector, P (1997). **Job Satisfaction: Application, Assessment, Causes and Consequences**. Sage Publications, California.

Spreitzer, Gretchen (1995). Psychological Empowerment in the Work Place: Dimensions, Measurement, and Validation. **Academy of Management Journal** Vol.38 No.5.

Tarnowski, G, & Coeleing, H (1994). Outcomes of nurses' job satisfaction. **Journal of Nursing Administration**, Vol 24 No. 11.

Ting, Y (1996). Analysis of job satisfaction of the federal white-collar workforce: Findings from the survey of federal employees. **American Review of Public Administration**, Vol 26 No.4.

Wall, T.D. and Lischerson, J.A (1997). Worker Participation: A Critique of Literature and Some Fresh Evidence. London, McGraw

Warsame, A (2002). "Survey of strategy development practices of relief and development NGOs in Kenya". **Unpublished MBA Project**, University of Nairobi.

Wilkinson, A (1998). "Empowerment: theory and practice". **Personnel Review**, Vol.27 No.1.

Wilkinson, A , Marchington, M, Ackers, P, and Goodman, J (1992). "Total quality management and employee involvement". **Human Resource Management Journal**, Vol.2 No.4.

Wilkinson, A and Wilmot, H (1995). "Making quality critical: new perspectives on organizational change". London, Routledge.

Zimmerman, M.A (1990). "Taking aim on empowerment research: the distinction between individual and psychological conceptions". **American Journal of Community Psychology**, Vol.18 No.1.

Zimmerman, M.A (1995). "Psychological Empowerment: Issues and illustrations". **American Journal of Community Psychology**, Vol.23 N.5

APPENDIX I
LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION IN RESEARCH SURVEY

I am a postgraduate student at the University of Nairobi pursuing a Masters of Business Administration (MBA) degree program. As part of the academic requirements, I am undertaking a management research project on “**A Survey of the Relationship between Employee Empowerment and Job Satisfaction in the NGO Sector in Kenya**”.

I would be grateful if you could spare some time and fill the attached questionnaire, answering all questions as honestly as possible. The information you provide will be treated with utmost confidentiality, and will be used solely for this research. The findings of the research can be availed to you if requested.

Upon completion of the questionnaire, kindly enclose it in the envelope provided. In case of any queries, do not hesitate to contact me on 0733-912904.

Thanking you for your cooperation.

Yours sincerely,

Mildred Lwangasi

MBA Student

APPENDIX II
QUESTIONNAIRE

PART I: GENERAL INFORMATION

1. Name of organisation
2. Current position/job title:
3. Age bracket: 18-25() 26- 30 () 31-35 () 36-40 () Above 40 ()
4. What is your gender: Male () Female ()
5. Indicate your highest academic qualification:
Primary () Secondary () Diploma () University ()
6. How long have you served with this organisation:
 - a) Less than 1 year ()
 - b) 1 - 2 years ()
 - c) 3 – 5 years ()
 - d) 6 – 10 years ()
 - e) Over 10 years ()
7. Please indicate your terms of employment:
 - a) Contract ()
 - b) Permanent ()
 - c) Other – specify
8. If your answer to (5) above is contract, how long is your current contract?
 - a) Less than six months
 - b) One year
 - c) Two years
 - d) More than 2 years
7. Where are you based?
 - a) Main/head office ()
 - b) Field office/site ()
 - c) Other – specify
8. Please indicate under which category your job falls:
 - a) Program: core activities of the organisation ()
 - b) Support functions: providing facilitation role ()

