

**EMPLOYEE EMPOWERMENT PRACTICES AMONG MOBILE TELEPHONE
SERVICE PROVIDERS IN KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (MBA) SCHOOL OF BUSINESS UNIVERSITY
OF NAIROBI.**

NOVEMBER 2013

DECLARATION

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

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DEDICATION

To my loving family, for their unwavering support and patience during the period of my study. Their encouragement and prayers were instrumental towards the successful completion of this course.

I am also grateful to my colleagues and friends for their assistance in different ways during this course.

Thank you and God bless

ACKNOWLEDGEMENT

First, I want to give thanks to God for his infinite mercy and providence to me and my family during the entire period of my study. Many thanks to my husband, who stood by me and supported me through it all. Also to my kids for their understanding and patience during this course.

I am also grateful to my supervisor Prof. Peter K'Obonyo of university of Nairobi, school of business for his guidance and advice that has enable me to complete this research.

To my colleagues in the MBA classes, whose ideas through discussions have contributed a lot in the undertaking of this research.

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ABSTRACT

Human resource is one of those capital resources of an organization which not only increases the efficiency and the effectiveness of the organization but it act as a sheer source of competitive advantage which is inimitable. Employees with high perceived organizational support feel indebtedness to respond favorably to the organization in the form of positive job attitudes and organizational behaviors and also support organizational goals. The fast moving global economy requires that organizations learn and adapt to change quickly, and employees have a key role to play. Employee empowerment is one of the reflections which will lead to a positive change within the organization. The objective of the study was to determine employee empowerment practices used by mobile telephone service providers in Kenya. The research design adopted was a cross sectional survey of all the mobile service providers in Kenya. The study used primary data which were collected through self-administered structured questionnaires. The data was analyzed and presented using mean, standard deviation and percentages. The findings of the study was that the employee empowerment practices adopted by the mobile service providers were clearly spelt out vision by the top management, inspiring subordinates through visionary and effective leadership, encourages questions and suggestions from the employees, managers communicating regularly with their employees, constantly training employees, availing resources and information to make decision to employees, managers releasing authority and responsibility to other levels of the organization, allowing employees to participate in decision making process, motivating employees by both extrinsic and intrinsic rewards.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The fast moving global economy requires that organizations learn and adapt to change quickly, and employees have a key role to play here. Employee empowerment is one of the reflections of this modern approach to man management. It invariably leads to a positive change within the organization. Key among organizational characteristics in this paradigm shift is related to Human Resources. These have shifted from dependable employees to empowered employees (Ratmawati, 2007). Organizations today face fierce competition from successful global competitors, most of whom have made continuous improvement and rapid response to market needs a way of life (Shrednick, Shutt and Weiss, 1992).

It is becoming increasingly clear that the engine for organizational development is not analysts, but managers and people who do the work. Without altering human knowledge, skills and behavior, change in technology, processes, and structures is unlikely to yield long-term benefits. Managing business productivity has essentially become synonymous with managing change effectively. To manage change, companies must not only determine what to do and how to do it, they also need to be concerned with how employees will react to it. In this respect, the role of Human Resource Management (HRM) is moving from the traditional command and control approach to a more strategic one, and studies have highlighted “employee empowerment” as one of its critical success elements (Jarrar and Zairi, 2002).

Innovation can thrive when collaboration takes place and collaboration can occur best when teams are empowered (Kennedy and Schleifer, 2006). For an organization to practice and foster employee empowerment the management must trust and communicate with employees. Employee communication is one of the strongest signs of employee empowerment. Honest and repeated communication from elements of the strategic plan, key performance indicators, financial performance, down to daily decision making. Effective management teams need to recognize that positive employee attitudes are often vital to achieving organizational goals. When employees believe that they have the ability to participate in decisions, research suggests there will be a positive impact on the work environment (Lawler, 1994). Employee participation in decision making changes their perceptions and as a result leads to additional interactions with management and provides new opportunities for employees to develop trust in management. Involved employees may also be more likely to believe they can impact or initiate changes in the organization and to perceive the organization as adaptive to change.

1.1.1 The Concept of Employee Empowerment

Employee empowerment is a complex management tool many years of research has proven that when applied properly, it can be effective in improving performance, productivity and job satisfaction (Sashkin, 1984). Despite significant progress in developing and testing the construct of employee empowerment over the past two decades, scholars have failed to reach consensus as to what employee empowerment actually means. Two distinct theoretical perspectives had emerged in the literature, a managerial and a psychological one. From a managerial perspective, employee

empowerment is a relational construct that describes how those with power in organizations (i.e., managers) share power and authority with those lacking it (i.e., employees; (Conger & Kanungo, 1988).Scholars taking this perspective have focused on management practices and behaviors aimed at sharing power, information, and rewards with employees to improve results (Bowen & Lawler, 1995; Kanter, 1979).

Psychological empowerment refers to a set of psychological conditions necessary for individual to feel in control of their destiny. Conger and Kanungo (1988) were among the first to define empowerment from a psychological perspective in contrast to the managerial perspective which equated empowerment with the delegation of authority and resources sharing, Conger and Kanungo (1988) viewed empowerment as enabling or enhancing personal efficacy. Thomas and Velthouse (1990) built on this initial psychological conceptualization by defining empowerment as intrinsic task motivation consisting of four dimensions: meaning, competence, self-determination, and choice.

Mobile telephone companies in Kenya are engaged in a fierce competition from fastest internet packages to best affordable mobile banking. Also the emerging technological innovation needs mobile communication providers to equip their frontline employee who are in daily contact with the customer in ensuring customer satisfaction and retention. The empowered employee is said to respond more quickly to customer service requests, act to rectify complaints and be more engaged in service encounters. A more reflective approach suggests there are different managerial perceptions of empowerment, resulting in empowerment being introduced in different service organizations in different ways,

and presenting different benefits to managers and working experiences for the empowered. Empowerment is a simple idea, but often misunderstood or misused by many. It means granting latitude of action for how the work is done to those who do the work (Sibson, 1992).

1.1.2 Employee Empowerment Practices

In the most comprehensive, long-term study of empowerment-oriented practices, Lawler, Mohrman, & Benson (2001) has demonstrated the positive growth of empowerment practices in the last 15 years. An organization's culture is a complex thing, not easily described yet it is upon this foundation that empowerment is built. The organizations which successfully implement employee empowerment will have certain values at their core from which the process of empowerment can flow. Among these values are respect and appreciation for individuals and the value they bring to the organization. Values alone do not make up an organization's culture, and respect for individuals is only one of the outward signs of an empowered culture.

Empowerment practices refer to management strategies for sharing decision-making power. Empowerment is giving subordinates the resources, both psychological and technical, to discover the varieties of power they themselves have or accumulated, therefore which they can use on another's behalf. Malone (1999) predicated that the empowerment practices are not just a fad for the twenty-first century. The nature of the decision-making processes is changing rapidly due to the introduction of new information technologies, Internet, wireless communications, and network centric operations.

Empowerment practices are processes of giving employees the authority to decide and act on their own initiatives, so that the added responsibility and authority is moved to the lowest possible in the organization. It allows the employees to assume both managerial and staff responsibilities.

The reason for tremendous growth in employee empowerment has being due to high competitive demands for lower costs, higher performance, and more flexibility, organizations have increasingly turned to employee empowerment to enhance their performance. Empowerment techniques and strategies that provide emotional support for sub-ordinates and that create a supportive and trusting group atmosphere can be more effective in strengthening self-efficacy beliefs (Neilsen, 1986). In Kenya today many organization are engaged in empowerment practices such as: training, information sharing, delegating authority, trust making, participative decision making, job enrichment and rewarding exceptional contribution. Leadership or supervision practices that are identified as empowering include ,expressing confidence in subordinates accompanied by high performance expectations (Neilsen, 1986), fostering opportunities for subordinates to participate in decision making (Strauss, 1977), providing autonomy from bureaucratic constrain (Block, 1987), and setting inspirational or meaningful goals (Tichy & Devanna, 1986).

1.2 Mobile Telephone Service Providers in Kenya

Currently, there are over 19.4 million mobile phone users in Kenya which is about 50% of the population. There are four mobile service providers in the country which are,

Safaricom which has approximately 15 million subscribers, that is around 76%, BhartiAirtel has around 13% of the subscriber base, with Orange Telkom having around 8% and Econet's Yu with 3% (Website – africatelecomsnews.com, accessed 18.6.2011).

Safaricom Ltd is a leading mobile network operator in Kenya with its headquarter in Nairobi. It was formed in 1997 as a fully owned subsidiary of Telkom Kenya. Safaricom is a leading provider of converged communication solutions, operating on a single business driver that has a peerless understanding of voice, video and data requirements. Safaricom, with its countrywide network, can provide broadband high-speed data to its customers through its 3G network, Wimax and fibre. Safaricom Limited is Kenya's current leading Mobile Telephone Operator Safaricom provides a comprehensive range of services under one roof: mobile and fixed voice as well as data services on a variety of platforms. (CCK 2012).

BhartiAirtel Limited commonly known as Airtel, is an Indian telecommunications company that operates in over 19 countries across South Asia, Africa and in the Channel Islands. Airtel is the fifth largest telecom operator in the world with over 207.8 million subscribers across 19 countries as at the end of 2010. Airtel is the second largest GSM service provider in Kenya after Safaricom Limited (CCK 2012). It started its operations in Kenya in 2010 after it bought off ZainLtd's business interests.

Essar Telecom Kenya is Kenya's third mobile cellular network under the brand "YUmobile", launched in December, 2008. YUmobile achieved the fastest network

rollout speed in the region, by achieving countrywide coverage in approximately 10 months from launch and currently, the network has a base of 3 million subscribers and offers best in class rates.(CCK 2012). YUmobile offers several innovative product and service offerings all targeted at making the subscribers life easier and more convenient. They continue to build their network using the latest equipment that ensures clarity and reliability (www.yu.c.ke).

Telkom Kenya's partnership with France Telecom Group saw the launch of the Orange brand in Kenya in 2008. They provide integrated communications solutions in Kenya with the widest range of voice and data services as well as network facilities for residential and business customers. The Kenyan market saw some major developments in the second half of 2008, fixed operator Telkom Kenya launched a mobile network, and in the last quarter of the year, Econet Wireless finally managed to get up and running, more than five years after it was first awarded a license. (CCK 2012).

The mobile sector in Kenya still is in its infancy stage and there are growth opportunities especially in data traffic as well as voice services. This can be attested by the increased revenue and profits over the last five years among the mobile service providers. In addition, there is still a huge percentage of Kenyans still unbanked and with the money transfer innovation; the providers can still capture this market and thus increasing their revenue base.

1.3 Research Problem

Employees with strong organizational commitment are emotionally attached to the organization and have strong desire to contribute significantly towards organizational success. This leads to increased competitiveness, accountability, risk taking, highly innovativeness, low wastage, and the desire to improve overall job performance. Moreover, increased individual commitment and commitment to work groups or teams improves team performance, interpersonal interaction, and enhances individual performance and degree of satisfaction. There is a great need to encourage employee participation in decision making because it will lead to improved efficiency and effectiveness in delivering services to the customer (Bridge 1994). Empowered employee acts like one who is self employed, with responsibility for both result and career. Communication is one of the most important aspects of life.

Mobile market has grown significantly over the past years in Kenya and it plays major role in the expansion of the country's economy. There seems to be no limit to the usefulness and capabilities of mobile phone service providers in providing solutions that meet people's needs, its potential to grow is evident. However, the challenges face through competition requires the management to embrace employee empowerment because employees are the backbone of every business. The mobile service providers in Kenya are witnessing escalating development of the global market, rapid changes in technology, a shifting workforce and customer demographics, and an increased emphasis on quality and flexibility of products and services all point to the need for change. Stiff competition vary from best mobile banking services to fastest internet packages among

the mobile phone service providers has pose a big problem to the four key players in this industry. They are continually exploiting different strategies to gain competitive advantage in the market. The need to equip frontline employee by empowering them in order for them to help in achieving the organizational goals is important.

Several studies have being carried out on the concept of employee empowerment from different perceptive. Empowerment of outsourced employee among the mobile telephone service provider customer care center in Kisumu by Okumu(2011),the findings of the study revealed that those employees were able to improve the quality of their services due to the confidence they have in their ability to make good decision on their own. Assessment of the challenges of employee empowerment at the national social security fund and credit cooperative society by Shuidu(2011) had the following findings. She found that lack of communication and trust between the employees and the management is among the challenges to employee empowerment. Koros (2010) undertook a research on employee empowerment in the public service, a case of the Ministry of Trade, it was evident from the findings that when applied proper employee empowerment brings a lot of improvement on the performance of an organization. Employee empowerment strategies used by Africa Nazarene University byNyaribo (2012), revealed that training, share decision making and communication were among empowerment strategies being used by the institution. Therefore there is a gap in knowledge on the specific employee empowerment practices in mobile telephone service providers in Kenya because no study has been undertaken so far on this topic in the industry. This study therefore intends to

answer the question: what are the employee empowerment practices adopted by mobile telephone service providers in Kenya.

1.4 Research Objective

To determine employee empowerment practices used by mobile telephone service providers in Kenya.

1.5 Value of the Study

The findings of this research will be of great benefit to the mobile telephone providers in Kenya because they will be able to understand that the role of employees in the organizations is comparable to the role of the service itself. Their importance to the firm is critical to both service delivery and production. No gainsay that, service is all about the people (employees) because they appear more often to be the most tangible clue to customers' perception of what quality service entails.

The study will also assist the management to establish those practices that are most beneficial to their organization and also improve in those areas that are lacking. Moreover the need to upgrade employees' service orientation and investing in training will be advocated. The study will enable them to identify the weakness and strength in empowering their workforce and embrace various employee empowerment programs for competitive advantage.

CHAPTER TWO

LITERATURE REVIEW

2.1 Empowerment Theory

Theories of empowerment include both processes and outcomes, suggesting that actions, activities or structures may be empowering, and that the outcome of such processes result in a level of being empowered (Swift and Levin 1987). A distinction between empowering processes and outcomes are important in order to clearly define empowerment theory. Empowering process for an individual might be in form of participation at the community organization, at the organizational level empowering processes might include collective decision making and shared leadership. Empowered outcomes refer to operationalization of empowerment that allows us to study the consequences of empowerment processes. Spreitzer's (1995, 1996) seminal contribution to the literature has been to weave together existing strands of empowerment theory to create a process theory of empowerment.

Interest in empowerment as a research topic started gradually. Kanter (1993) theory of structural empowerment includes a discussion of organizational behavior and empowerment. According to this theory, empowerment is promoted in work environments that provide employees with access to information, resources, support, and the opportunity to learn and develop. Structural empowerment is viewed as the process by which the managers grant power and decision-making authority down the organizational hierarchy and grant employees the ability to significantly affect organizational outcomes (Dee et al., 2003). Employees who are empowered are more

committed to the organization, more accountable for their work, and better able to fulfill job demands in an effective manner (Degner, 2005). Scholars taking this perspective have focused on management practices and behaviors aimed at sharing power, information, and rewards with employees to improve results (Bowen and Lawler, 1992, 1995; Kanter, 1979).

Since the late 1980s, the psychological perspective on employee empowerment has gained in prominence. This theoretical perspective views employee empowerment as a motivational construct defined as an internal cognitive state characterized by increased intrinsic task motivation (Thomas and Velthouse, 1990) and enhanced feelings of self-efficacy (Conger and Kanungo, 1988). Psychological empowerment, also known as organic or bottom-up processing, maintains that empowerment is achieved only when psychological states produce a perception of empowerment within the employee (Matthews, 2003). According to Zimmerman (1990) psychological refers to individual level of analysis, but does not ignore ecological and cultural influences. It is a contextually oriented conception of empowerment that embraces the notion of person-environment fit.

2.2 Employee Empowerment

The word empowerment, popularized since 1980s, is used to refer to a new form of employee involvement (Wilkinson, 1998). It is derived from various approaches and fields of study such as psychology, economy, education, and social and organizational studies. Definition of empowerment abound. Fundamental reason to difficulty in making

a definition is a multi-dimensional concept that empowerment involves a dynamic process in a dynamic environment and many elements that have roles in different phases of this process (Robbins et. al., 2002). These elements include the purpose, process and different dimensions of employee empowerment.

Empowerment is spreading the administrative responsibility to all the places in the organization (Cunnigham & Hyman 1999). Employee empowerment is a process to satisfy the internal and external customers which increases the employee authority in the work and their knowledge. Empowerment is a sense that people, groups and communities can create and take action on their own behalf to meet their physical, spiritual and psychological needs to enhance well being and increase personal and interpersonal power. Conger and Kanungo (1988), who are considered the pioneers of a psychological/motivational perspective, viewed empowerment as psychological enabling process rather than a delegating process, and they claimed that empowerment involves a motivational concept of self efficacy. They defined empowerment as a process to enable feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness.

The concept of employee empowerment has taken different forms, evolving through employee involvement and participative decision making concepts into the contemporary empowerment perspective. Research reveals that these two terms are often used interchangeably. Cole (2002) argues that, the concept of empowerment is a recent addition to the language of personnel management, like participation, it is usually applied

to non-managerial grade such as team members and it appears to have several possible meaning which can range from having increased authority and therefore the ability to exercise a wide range of choices at work to being given a more varied and interesting job.

Every employer uses employee empowerment to some extent, though it is often thought of as delegation. When a manager hires an accounting graduate to maintain the departmental ledger, that person is empowered. When the director of advertising chooses which slogan should go on the web banner, that person is empowered. In each of these instances the empowered person has been provided with the training and experience they need to be effective in their position. Each has the information to know how their decisions will impact the larger whole. Each has access to the resources he or she needs to be effective. And the assumption is that each will be supported in the decisions they make. Caudron (1995) articulates empowerment as, when employees 'own' their jobs; when they are able to measure and influence their individual success as well as the success of their departments and their companies.

A more operational-level and process-oriented definition of empowerment was offered by Bowen and Lawler. They define empowerment as sharing with front-line employees the information about an organizations performance, information about rewards based on the organization's performance, knowledge that enables employees to understand and contribute to organizational performance, and giving employees the power to make decisions that influence organizational direction and performance (Ugbaro and Obeng, 2000).

Smith and Mouly (1998) defined employee empowerment as transfer of power from the employer to the employees to make quick decision and quality decisions. Honold (1997) argued that empowerment is not only having the freedom to act but also having degree of responsibility and accountability. This indicates that management must empower their employees so that they will be motivated, committed, satisfied and assist the organization in achieving objectives and minimize employees turnover.

2.3 Dimensions of Employee Empowerment Practices

Conger and Kanungo (1988) defined empowerment as the motivational concept of self efficacy. After reviewing relevant research, Thomas and Velthouse (1990) argued that empowerment is a multifaceted and that its essence cannot be captured by a single concept. They defined empowerment more broadly as increased intrinsic task motivational manifested in a set of four cognitions reflecting individual orientation to his or her work role. The four dimensions of empowerment in accordance to Spreitzer's (1995) study are defined as follows:

Impact: Impact is when someone believes he can influence his work and that others will respond to his ideas. According to Thomas and Velthouse (1990) impact is the degree to which behavior is seen as making a difference in terms of accomplishing the purpose of the task. Similarly, Spreitzer (1995) defines impact as the degree to which an individual can influence strategic, administrative, or operating outcomes at work. Providing information about organizational mission is the key to shaping the Impact.

Competence: Competence is the confidence someone has about his ability to do his work well. Thomas and Velthouse (1994) define it as the degree to which a person can perform task activities skillfully when he or she tries. Spreitzer (1995) defines competence as an individual's belief in his or her capacity to perform activities with skill. Effective supervision can enhance feelings of competence. This supervision can be achieved by providing feedback on performance and creating a climate encouraging reflection about work performance.

Meaningfulness: Meaningfulness is when someone feels that his work is important to him and he likes what he is doing. According to Thomas and Velthouse (1990) meaningfulness involves the individual's intrinsic caring about a given task similarly; Spreitzer (1995) refers to meaningfulness as the value of a work goal or purpose, judged in relation to an individual's own ideals or standards. Meaningfulness can be enhanced by providing information about the mission of the organization and through sharing this information throughout. Effective supervision may also create a sense of meaningfulness.

Self-Determination: Self-determination is the autonomy in which an individual makes decisions about his work. It is therefore, an individual's sense of having a choice in initiating and regulating actions to achieve expected results (Deci, Connell & Ryan, 1989). Examples of self-determination are making decisions on work methods, pace and effort.

2.4 Prerequisites to Employee Empowerment

Effective empowerment is by no means an easy endeavor, and will not happen overnight in organizations. It requires an enormous commitment on behalf of managements and the resulting programs need to be nurtured and maintained. Nesan and Holt (2002) argue that successful empowerment requires: commitment by both management and the workforce to improve business processes; participative leadership styles, lean organizational structures, self directed work team, continuous education of employees, and measurable empowerments. Vertical hierarchies' mechanistic systems that encourage passive mindsets and behaviors may yield to organic structures with flexible lines of authority, low formalization, and wide span of control (Courtright et al., 1989).

Empowerment is affected by several organizational characteristics and factors. These include: employees understanding of the vision and goals of top management, emphasis on openness and teamwork, and the nature of lateral and horizontal communications within the organization (Quinn and Spreitzer, 1997).The best organization cultures are those that value the talents, ideas, and creative potential of all members. They allow all the human resources of an organization to be utilized to their fullest potential, and they allow people involved to feel good about it. Furthermore, Foster-Fishman and Keys (1995) argue that unless the culture of an organization is appropriate, employee empowerment efforts are doomed to failure.

There must be an environment of trust and inclusion (employee involvement as well as a tolerance of risk taking).

Honold (1997) suggested that employee empowerment requires leadership focused on the development of individuals through the organization, creating a vision and developing common goals, and continually scanning the environment and adapting to it. Personal responsibility for performance exemplified in job autonomy, control over decisions directly relating to one's work, job enrichment through multi-skilling and cross training, access to information to measure one's performance and make good decisions, and allowance of risk taking. Contingent reward system, with such components as employee stock option programs, pay for performance, and win-win strategies. The role of technology in employee empowerment can't be ignored. As communication costs continue falling down, independent agents can be connected through relatively inexpensive communication channels; consequently, decision making should once again be decentralized allowing for more solutions to be made at a local level (Malone, 1997).

2.5 Employee Empowerment Practices

Employees don't just suddenly feel empowered because managers tell them or because companies issue statements saying it is part of the culture. Organizations must change their policies, practices, and structures to create and sustain empowerment. Empowering practices allow employees to decide on their own how they will recover from a service problem and surprise-and-delight customers by exceeding their expectations rather than waiting for approval from a supervisor (Bowen & Lawler, 1995). Research suggests that empowerment exists when companies implement practices that distribute power, information, knowledge, and rewards throughout the organization. The new world of work is introducing flexible working hours, knowledge workers, working from home, etc.

While these patterns emerge, organizations must change the way they deal with their people to achieve maximum benefit.

The management literature has reported numerous examples of empowerment practices. Wilkinson (1998) classified empowerment practices into five categories: information sharing in which the organizational goals are shared with employees who are encouraged to express their views to the management, and to contribute to shaping such goals; upward problem solving through which the employees' ability to make customer-related decisions is enhanced; task autonomy through team-working or self-management teams; attitudinal changes in which employees are educated to feel empowered even though there is no organizational change; and self-management. However, there could be an overlap between these classes.

There are numerous examples of the importance of providing compelling vision in the literature. Block (1987) identifies, creating a vision of greatness as the first step toward empowerment. Vision provides employees with that sense of "what do we do next" which can inspire creativity. It also allows for employees to not make decisions which are in the direction opposite of that which the leaders of the organization believe is right. Quinn and Spreitzer (1997) identify, the first lever of organizational characteristics which facilitate employee empowerment is a clear and compelling vision. The question of what vision to instill is answered by Gandz (1990), There are many appealing visions such as the provision of excellent customer service, that are the precursors of profit, productivity and market share growth; but they must be articulated as such for them to be

compelling. In short, employees must understand and share the vision of the organization if they are to be empowered. The value of providing a compelling vision of an empowered workplace should not be underestimated, Because empowerment is often poorly understood, and usually has not been experienced by employees, it is the vision of what is possible that brings their commitment to it. Vision is perhaps the most visible component of organizational culture; it is through the vision of what is possible that leaders can inspire employees to apply their skills, knowledge, and creativity towards its achievement.

Another key step in the empowerment journey is to share information with everyone. People without information cannot act responsibly (Blanchard, Carlos & Randolph, 1996). Information sharing is the foundation in the practice of empowerment, it is necessary to build a strong communication network through which the management will share important information that will assist the employee to make good decisions in achieving the goals and the objectives of the organization. Communication and information are the lifeblood of empowerment. (Ginnodo, 1997). In the absence of information employees do not know the ramifications of their actions and therefore are not responsible. Block (1987) advises to Share as much information as possible. Most supervisors think part of their role is to shield their subordinates from bad news coming from above. Information about mission is an important antecedent of empowerment because it helps to create a sense of meaning and purpose. Communicating goals and priorities to employees and offering feedback on performance are practices that have been found to encourage innovation.

An important practice of employee empowerment is to invest in skill training and education. Aeppel (1997) outline training as one of the powerful tool of employee empowerment. According to them managers should provide training for employee to acquire the needed skill and knowledge, as a result, competency in the form of training for employees is developed and enhanced. Providing training as Gary Dessler (1992) suggests not only helps them develop their skills and knowledge, but it is also motivational and a building block to organizational success. In order to implement employee empowerment the employees must be competent. Competency goes beyond developing job-task specific knowledge. Gandz (1990) indicates, Technical training, decision making skills, group process skills, all are required if empowerment is to be accepted and produce results. Empowerment training is more than remedial; it prepares people for collaboration and higher level performance, and sends a message to employees that more is expected of them. However, it is not only the responsibility of the training department and supervisors to provide training. There must be procedures and occasions for empowered individuals and teams to learn from each other.

Blanchard, Carlos and Randolph's (1996), noted that an important key in the practice of empowerment is to create autonomy through boundaries. This statement sounds counterintuitive, however the authors explain that when employees understand the boundaries they are then free to take any action within those boundaries; they can bring their own creativity to bear on the task at hand and perhaps improve its effectiveness. Other authors cite the need for boundaries, while employees have autonomy, they are aware of the boundaries of their decision-making discretion. (Quinn

& Spreitzer, 1997). Bowen and Lawler (1995) also address the issue of, setting reasonable boundaries for employee heroism when responding to a service failure or the customer's needs. Creating boundaries avoids one of the objections noted in the section above, that is, that employees will become overconfident and exceed their authority.

In many organizations access to resources is controlled by supervisory staff. If employee empowerment practices are to be implemented successfully, those controls must be removed and resources placed under empowered employees' control. Resources include items such as funding, access to support staff, or experts who have knowledge on which the employee can draw (Ward, 1996). Typically restriction of access to resources is in place to avoid employee abuse. However, if information about the costs and effect on the bottom line procurement of resources has been shared with employees they are not likely to abuse them. Caudron (1995) notes, once both employees and managers have received proper training; the next step is to give employees control of the resources needed to make improvements.

Participative decision making is one of the empowerment practices that should be encouraged by management. For instance the model of employee empowerment postulated by Mallak and Kurstedt (1996) argued that employee empowerment has been expounded upon the concept of participative management. The model emphasizes that for empowerment to take a strong foundation in organizations, managers should motivate the behavior of their work force and must release some of their authority and responsibility to other levels of the organization. The encouragement and motivation to decision making

by managers to their subordinates through creating a participation culture and creation of a sharing vision are important ingredients that foster the practice of an empowered culture. Participative management and involvement may be defined as a process in which managers consult with and involve sub-ordinate employees in solving problems, setting goals and objectives, and making decisions in an organization

Coaching as an empowerment practice is aimed not only at removing some of the external conditions responsible for powerlessness, but also (and more important) at providing subordinates with self-efficacy information. Lloyed et al (1999) asserted that managers should act as coaches to help employees to solve problems. Managers should empower subordinate by delegating responsibilities and assisting them when they have problems and thus employees will feel satisfied with their managers' expectations. Coaching is defined as, teaching and practice focused on taking action, with celebration when things go well and supportive redirection when things go wrong, while all the time creating excitement and challenge for those being coached (Blanchard & Bowles, 1998).

Hills (1991) propose that Total quality management may empower employees by delegating responsibility for functions that were formerly within management's domain, which may thus serve to institutionalize empowerment on a more or less prominent base. Ginnodo (1997) notes that Total quality management involves articulating a vision of share value ,strategies and goals; aligning policies practices and business plans, improving process, organizing, communicating and walking the talk of (TQM).For John Olsson(1990) the result is a win-win situation. You win by delegating the business. The

employees should be aligned with business direction as brought out in the vision and mission statements by the management. They have to understand their performance boundaries and expected results. An employee owns his processes; it means employees themselves improve the quality of their processes, while the management is watching and is ready to help them when needed.

Flexibility in the Work Environment is another empowerment practice. It is hard to conceptualize workers being empowered in a way which enhances the quality of working life unless they have some ability to change things they do not like about their jobs. Work flexibility is defined as being able to do things other than the work assigned and the freedom to communicate with other workers (Caudron 1995). This enhances employees' ability to make decisions which may improve the quality of their working lives. Thus, empowered workers have the ability to influence when the work is done by varying the rhythm of work over the course of the day or modify their jobs. The flexibility that workers have to do things other than the specific production tasks they were assigned during the day indicates the degree of empowerment they possess. Whether they have to work as fast as they can just to keep up with the work flow and the potential for them to interact with other workers are important factors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design adopted was descriptive cross sectional survey, which was meant to establish employee empowerment practices adopted by mobile Phone service providers in Kenya. This type of research design was used to describe characteristics that exist in a population, but not to determine cause-and-effect relationships between different variables. A descriptive cross sectional design involves collection of data from all members of the population (Cooper and Schinder 2003). The research was done in Nairobi as all the head offices of the four company are located within the city.

3.2 Population of the study

The population of study consists of the four mobile phone companies in Kenya namely Safaricom, Airtel, Yu and Orange. This was a cross sectional census study involving the four mobile telephone companies.

3.3 Data Collection

The research used primary data that was collected using a semi-structured questionnaire. The questionnaire was organized into two sections. Section A focused on the organizational bio data, while section B addressed employee empowerment practice. The questionnaire was administered through “drop and pick later” technique. The respondents were head of human resource department.

3.4 Data Analysis

Data was analyzed using descriptive statistics namely, frequencies, percentages, mean scores and standard deviation. This is because the data was both descriptive and quantitative in nature. To establish employee empowerment practices, frequencies and percentages was used to describe the most commonly used practices as indicated by the respondents. Mean scores and standard deviations were used to depict the relative potency of particular practice and variations among the organizations on the extent to which such practices have been adopted. The results were presented in tabular form for ease of interpretation and reporting.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, research findings and discussion of the same. The findings are presented in frequency distributions, mean scores and standard deviations.

4.2 Response Rate

A total of 4 questionnaires were issued. The completed questionnaires were edited for completeness and consistency. All the 4 questionnaires that were issued were returned. This represented a response rate of 100%.

4.3 Demographic Characteristics

4.3.1 Number of employees

The respondents were asked to indicate the number of employees in their respective mobile telephony company. The results are presented in Table 4.1.

Table 4.1: Number of employees

Name of the companies	No. of employees
YU	500 - 1000
Airtel	500 - 1000
Safaricom	Above 1500
Orange mobile	Above 1500

The results indicate that YU mobile and Airtel employees are between 500 – 1000, while Safaricom and Orange mobile have the capacity of 1000 – 1500 employees. These

numbers are as a result of the size of the company and the market share which they command determines the number of employees in the company.

4.3.2 Policy on Employee Empowerment

The respondents indicated that all the companies have a policy on employee empowerment which they use as a guide to empowerment activities. Through empowerment, employees attain intrinsic rewards from their work, such as a greater sense of achievement and a feeling of importance. Motivated employees in turn put in more effort to attain organizational as well as their own goals. When decisions require task-specific knowledge, those on the front line can better deal with them. In such a situation, empowerment works well. In order to ensure that empowerment achieves its intended purpose, the mobile companies engage employees in decision-making, provide understandable and clear assignments, allow the employees to make their own decisions, support employees and allow them to take risks and give them feedback on their performance.

4.4 Empowerment Practices

The respondents were requested to indicate employee empowerment practices in their company in a five point Likert scale. The range was from 'not at all (1)' to 'very great extent' (5). The scores of not at all have been taken to represent a variable with a mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq S.E < 2.4$). The 'Moderate' scores represent a variable with mean score ranging from 2.5 to 3.4 on the continuous Likert

scale: ($2.5 \leq M.E. < 3.4$). The points on the scale labelled great extent and very great extent represent a variable with a mean score ranging from 3.5 to 5.0 ($3.5 \leq L.E. < 5.0$).

From the questionnaire the first 5 set of empowerment practices (1-5) have been group as the measures for the role of management in employee empowerment initiative in these companies.

Table 4.2: Role of management

Measures of Role of management	Mean	Std. Deviation
Vision of the organization is clearly spelt out by top management and employees clearly understood them	4.5000	.5773
Managers communicate regularly with their employees so that they know what is taking place	3.7500	.9574
Managers act as mentors to the employees	4.0000	.8165
High degree of trust is encouraged and maintained between managers and employees.	4.2500	.9574
Necessary information is readily available to employees to enable them make good decisions.	4.2500	.9574
Grand Mean	4.15	.8532

The findings in table 4.2 indicate that the management of telephone companies played a major role in empowerment of employees as they ensured that the vision of the organization was clearly spelt out by top management and employees clearly understood

them (mean= 4.50), Regular communication between management and employees (mean= 3.75), High degree of trust is encouraged and maintained between managers and employees (mean= 4.25), act as mentors to the employees (mean= 4.00) and necessary information is readily available to employees to enable them make good decisions (mean= 4.25). The results indicate that the management of the telephone companies are committed to the development of its employees through continuous environment scanning and adaptation. As shown in table 4.2, the grand mean for measures of “role of management” is 4.15. The standard deviation for the same is 0.85. This grand mean is very high since the highest score that can be obtained is 5.0. This implies that management of the mobile phone companies in Kenya play a very active role in employee empowerment activities.

Open communication between management and the employees was found to be one of the key success factors in the employee empowerment in the mobile telephone companies. The findings of this study confirm with that of Mutua (2011) that it enables the managers to provide coaching and mentorship guiding the employees to engage in a positive dialogue and behavior. This involves leadership and support from top executives of the empowerment efforts (Johnson, 1999). This finding supports the studies that emphasize the importance of organizational trust as one of the factors influencing empowerment practices (Shiundu 2011). Studies discussing the reasons for failure and the conditions conducive to success in empowerment practices emphasize the importance of management commitment in the process (Andrews, 1994).

Managerial implications that may be drawn from the research results is that employees must feel empowered constantly and then be able to adapt it to their daily work. Furthermore, the finding that empowering practices, empowered employees, and empowering culture are more critical than empowering leaders in explaining job satisfaction underscores the value of matching policies and practices for the realization of empowerment. This implies that management role is to show trust, provide vision, remove performance-blocking barriers, offer encouragement, motivate, and coach employees. More and more managers are being advised that effective leaders share power and responsibility with their employees.

Table 4.3 below represents the practices listed in the questionnaire from number 5-10 ,they have being grouped together as seems to support those practices that the mobile phone companies uses to train and engage their employees to participate in decision making.

Table 4.3: Training and decision making

Measures of Training and decision making	Mean	Std. Deviation
Employees are constantly trained to develop their skills and knowledge	4.2500	1.5000
Adequate resources are provided to employees whenever they are required to undertake their duties	3.7500	.9574
The management has put in place structures and systems that support employee empowerment	4.2500	.9574
Employees are allowed to participate in decision making process	3.7500	.9574
There is extensive delegation of individual responsibility and autonomy in decision making	3.7500	.9574
Grand Mean	3.95	1.066

The findings on empowerment of employees through training and decision making practice was that employees are constantly trained to develop their skills and knowledge (mean= 4.25), Adequate resources are provided to employees whenever they are required to undertake their duties (mean= 3.75), The management has put in place structures and systems that support employee empowerment (mean= 4.25), There is extensive delegation of individual responsibility and autonomy in decision making (mean= 3.75), employees are allowed to participate in decision making process (mean= 3.75). The grand mean as shown in table 4.3 for the measure of training and decision making is 3.95, the standard deviation 1.066. The high grand means score is an indication that the

management of the mobile telephone companies in Kenya are actually training and engaging their employees in order to empower them.

Findings of this study indicate that the management of these companies has cultivated an environment for empowerment which helps employees to develop their skills and knowledge, which acts as a motivational and a building block to organizational success. In comparison to the findings of other studies, Nyaribo (2012) also stated that empowerment training is more than remedial it prepares people for collaboration and higher level performance, also adequate resources and support are made available in order for the employee empowerment to thrive. Employee empowerment involves a variety of practices aimed at sharing power, information, and resources with frontline employees.

Practical implications from the findings of this study suggests that feeling empowered is a pivotal mindset that needs to be created by improving employees competence through training and also for managers to release some of their powers through participative decision making to generate proactive behaviors. There is reason to believe that the effectiveness of these practices is moderated by the nature of the resources and support at the employees disposal. The results show that offering employees opportunities to gain job-related knowledge and skills has the largest substantive effect on perceptions of performance.

These activities listed in table 4.4 have been grouped together to reflect those practices that enables employees to gain self management skills. They have being drawn from the questionnaire from number 11 - 15.

Table 4.4: Self-Management

Measures of Self Management	Mean	Std. Deviation
Managers get employees to do what needs to be done rather than doing what they are told.	4.0000	1.1547
Management support the inauguration of empowerment programs whenever such program is initiated	3.7000	1.4142
Managers inspire subordinates through visionary and effective leadership	4.2500	.9574
Employees are motivated by both extrinsic and intrinsic rewards such as autonomy in decision making and being assigned challenging work.	4.2500	.4142
Management encourages flexibility in the work schedule of the employees	4.0000	.9574
Grand Mean	4.04	0.9796

The results on empowerment of employees through self management by the companies presented in table 4.4 show that employees are motivated by both extrinsic and intrinsic rewards such as autonomy in decision making and being assigned challenging work (mean= 4.25), Management support the inauguration of empowerment programs

whenever such program is initiated (mean= 3.75), Managers get employees to do what needs to be done rather than doing what they are told (mean =4.00), Managers inspire subordinates through visionary and effective leadership (mean= 4.25), management encourages flexibility in the work schedule (mean= 4.00).

As shown in table 4.4 the grand mean score is 4.04 this is an indication that employees are encouraged to be self reliant and this would enable the employees to feel satisfied with their manager's expectations. The mobile phone companies in Kenya are engaged in fierce competition, this result have show that these companies are really engaged in empowerment activities to equip their frontline employees who interacts daily with the customers.

Discretion improves performance by giving employees the ability to quickly correct errors in service delivery. Granting them the flexibility to tailor services to the particular needs of clients and giving them the autonomy to act in creative ways. These findings are consistent to that of Mutua(2011) who observed that the use of both extrinsic and intrinsic rewards are part of the empowerment process in helping employee to be self reliant. In contrast to this finding research suggests that financial rewards are not as effective as intrinsic ones for improving employee motivation and effort as an empowerment practice (J. L. Perry, Mesch, & Paarlberg, 2006). Most studies affirm that effective use of employee empowerment hinges, therefore, on managers' knowledge of the array of empowerment practices available to them and the impact of these different practices on performance making process.

The findings of this research have various implications both at an organizational and managerial level. It provides support about how mobile telephone companies can maximize the effectiveness of empowerment programs. These companies can fully realize employees' contribution by building stronger social exchange relationships between the managers and subordinate through empowerment practices. The way employees are rewarded within the organization for increased participation and involvement also appears to be an area that mobile telephone companies may need to develop.

These practices listed in table 4.5 below are from the questionnaire number 15-20; they reflect those empowerment activities that support employee autonomy in the mobile telephone companies in Kenya.

Table 4.5: Employee Autonomy

Measures of Employee Autonomy	Mean	Std. Deviation
Managers release some of their authority and responsibility to other levels of the organization	3.7500	.9574
Employees have autonomy on their areas of responsibility	4.0000	.9574
Managers encourages questions and suggestion from their employee	4.2500	1.2583
Managers enhance positive attitude, commitment and involvement among employees	4.2500	1.2583
Employees effort and accomplishments are made public knowledge in order to unify the organization	4.0000	1.4142
Grand Mean	4.04	1.1691

The results presented in table 4.5 indicate that empowerment of employees through autonomy in the organization is being practice by managers releasing some of their authority and responsibility to other levels of the organization (mean= 3.75), Employees have autonomy on their areas of responsibility (mean= 4.00), Managers encourages questions and suggestion from their employee (mean= 4.25), Managers enhance positive attitude, commitment and involvement among employees (mean= 4.25) and employees effort and accomplishments are made public knowledge in order to unify the organization (mean= 4.00). The high standard deviation variation indicates that the respondents' perception towards the use of the practices by the companies to empower employees

differed. Giving employees more responsibility and authority employers gain through increased productivity and better quality.

In table 4.5 the grand mean for the measure of employee autonomy is 4.04, the standard deviation for the same is 1.1691. This grand mean is high indicating that the management of the mobile telephone companies in Kenya are dedicated in ensuring that employee feels empowered in the organizations and are given opportunity to use their own initiatives in solving day to day problems in their line of duties.

Job autonomy means granting personal responsibility for performance exemplified in, control over decisions directly relating to one's work, job enrichment through multi-skilling and cross training, access to information to measure one's performance and make good decisions, and allowance of risk taking. The findings indicate that there are different perception and degree to which employee autonomy is being practice by these companies. (Nyaribo 2012) also in her findings affirms that most organization are often reluctant about this very practice citing the fear of employees overstepping boundary when given such autonomy over their job. Studies have also shown that autonomy may have desirable outcomes in the right context. Hackman and Oldham (1976) showed that autonomy (along with other core job dimensions like task significance and feedback) promotes positive motivation, performance, satisfaction, absenteeism, and turnover outcomes.

The research considered that autonomy and freedom to make decision and act on one's own as a prerequisite to employee empowerment. The implication of this findings for managerial practice is that employee empowerment is not the same as autonomy but rather autonomy may be created first to enhance the degree of empowerment among frontline employees. If organizations follow a comprehensive recruitment and selection procedure with managerial endorsement, managers may be more likely to trust the employees, and feel more comfortable with the devolution of sensitive material.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study established that the number of employees in the companies differs. This is attributed to the market shares commanded by each company which necessitates them to have more employees in order to serve their customers effectively. All the companies have a policy on employee empowerment and this would help the employees to engage in activities to meet or exceed customers' expectations, such as taking initiatives beyond what is expected of (the service employee) to please customers; being independent in terms of relying on his/her own judgment to make decisions required in the job; having a sense of ownership to resolve customers' complaint; making financial concessions to customers if necessary to deal with a customer's complaint or problem; bending rules to please customers; and being creative in order to delight customers.

The study found that the mobile telephony companies adopt various practices in order to empower their employees. The practices used by the management of the companies includes the vision of the organization being clearly spelt out, inspiring subordinates through visionary and effective leadership, communicating regularly with the employees, training employees to develop their skills and knowledge, employees participating in the study, availing adequate resources to employees in order to undertake their duties, motivating employees by both extrinsic and intrinsic rewards, management support the inauguration of empowerment programs whenever such program is initiated, enhancing

positive attitude, commitment and involvement among employees, employees being given autonomy on their areas of responsibility and employees being given extensive delegation of individual responsibility and autonomy in decision making. This concurred with Quinn and Spreitzer (1997), who noted that empowerment is affected by employees understanding of the vision and goals of top management, emphasis on openness and teamwork, and the nature of lateral and horizontal communications within the organization.

5.2 Conclusion

Today's employees are better educated, increasingly mobile and are constantly seeking empowerment. The ever-changing technology, increased competition and globalization have created a new workplace that bears little resemblance to the businesses of the past. In the workplace, many employers are realizing that the only constant advantage that they will have is their people is their intellectual capital. The study concludes that the an organization employees consist of an important and inseparable part of organization and therefore empowering employees will not only strengthen them but also benefit the company.

The adoption of empowerment practices will enable the employees to decide on their own how they will recover from a service problem to the satisfaction of both the customer and the manager. Managers need to become problem solvers for their employees who may no longer envision or perceive their situation clearly. Employees need to feel that their contributions are important to the organization. Without these

feelings of empowerment, they will only turn inwards; the risk of resistance and sabotage will increase. Therefore, management must also develop the ability for empowering within the organization. Providing clear consistent, factual, sympathetic, and up-to-date information in various ways will increase the coping abilities of employees, which will in turn maintain their productivity. At present day employees give less emphasis on monetary rewards and put more value to empowerment. If the company nurtures the growth and development of employees, they will positively work for the company. By creating a sense affiliation within the organization, management can ensure higher levels of productivity and a higher retention rate.

5.3 Recommendation

This study makes several recommendations and also suggestion for further research.

5.3.1 Employee Empowerment policy

The study established that all the mobile telephony companies have a policy on empowerment and it is recommended that in order for the employees to feel empowered, the policy should incorporate formal authority and all the resources (like the budget, equipment, time, and training) necessary to do something with the new authority. It should also incorporate timely, accurate information to make good decisions.

5.3.2 Empowerment as an opportunity

Employee empowerment is strongly criticized in increasing the work load of employees. Therefore, management should ensure that employee empowerment is seen as an opportunity rather a strategy to increase the work load of other employees.

5.3.3 Implementation guideline

The study found out that the companies adopt several employee empowerment practices it is therefore recommended that in order for the practices to achieve the desired objectives, it should be implemented specific situation, structured carefully and controlled in order to map the desired skills and competence level in the work force.

5.4 Recommendations for further study

The study confined itself to all the mobile telephony companies operating in Kenya and the findings may not be applicable in other sectors as a result of uniqueness of the mobile telephony industry. It is therefore recommended that the study is replicated in other sectors to establish employee empowerment practices. Also a study should be undertaken to determine the effect of employee empowerment practices on quality of services in the mobile telephony companies in Kenya.

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APPENDICES

APPENDIX 1: COVER LETTER

Okafor Fancisca Chinwe

School of Business, University of Nairobi

P.O BOX 30197, Nairobi

July 2013

Dear Respondent,

I am a postgraduate student at the University of Nairobi, School of Business. I am carrying out research on “Employee Empowerment Practices in mobile telephone service providers in Kenya”. This is in partial fulfillment of the requirement for the degree of Masters in Business Administration (Human Resource Management) Degree program at the University of Nairobi.

The purpose of this letter is to kindly request you to fill the attached questionnaire. Your cooperation in filling the questionnaire will be highly appreciated. Any information provided will be treated with utmost confidentiality and will be used for academic purpose only. Thank you in advance

Thank you in advance,

Yours sincerely,

Okafor Francisca Chinwe

(Student)

Prof. K’Obonyo

(Supervisor)

APPENDIX 11: RESEARCH QUESTIONNAIRE

Section A: General Information

Please tick appropriately,

1. Which of these Mobile Phone companies in Kenya do you work for?

a) Safaricom []

b) Airtel Kenya []

c) YU []

d) Orange mobile []

2. What is your position within the organization? _____

3) Size of your company (no. of branches) _____

4) Establishment (No. of employees) (Tick)

a. Below 500 []

b. From 500 to 1000 []

c. From 1001 to 1500 []

d. Above 1500 []

5) Does your organization have a policy on employee empowerment?

Yes [] No []

6) If Yes in (5), above briefly state the essence of the policy.

Section B: Employee empowerment practices

The following are some of the human resource practices adopted by some organization.

On the scales provided below, rate each statement that describes the practices in your organization.

(Tick in the appropriate box)

The numbers on the scales represents the following

1-Not at all; 2-To a less extent; 3-Moderate extent; 4-To a large extent;

5- To a very large extent

Table 1: Employee Empowerment Practices **rating scales**

1	Vision of the organization is clearly spelt out by top management and employees clearly understood them.	1	2	3	4	5
2	Managers communicate regularly with their employees so that they know what is taking place.	1	2	3	4	5
3	Managers act as mentors to the employees.	1	2	3	4	5
4	High degree of trust is encouraged and maintained between managers and employees.	1	2	3	4	5
5	Necessary information is readily available to employees to enable them make good decisions.	1	2	3	4	5
6	Adequate resources are provided to employees whenever they are required to undertake their duties	1	2	3	4	5
7	Employees are constantly trained to develop their skills and knowledge.	1	2	3	4	5

8	The management has put in place structures and systems that support employee empowerment	1	2	3	4	5
9	Employees are allowed to participate in decision making process	1	2	3	4	5
10	There is extensive delegation of individual responsibility and autonomy in decision making	1	2	3	4	5
11	Managers get employees to do what needs to be done rather than doing what they are told.	1	2	3	4	5
12	Management support the inauguration of empowerment programs in the whenever such program is initiated	1	2	3	4	5
13	Managers inspire subordinates through visionary and effective leadership	1	2	3	4	5
14	Employees are motivated by both extrinsic and intrinsic rewards such as autonomy in decision making and being assigned challenging work.	1	2	3	4	5
15	Management encourages flexibility in the work schedule of the employees	1	2	3	4	5
16	Managers release some of their authority and responsibility to other levels of the organization	1	2	3	4	5
17	Employees have autonomy on their areas of responsibility	1	2	3	4	5
18	Managers encourages questions and suggestion from their employee	1	2	3	4	5

19	Managers enhance positive attitude, commitment and involvement among employees	1	2	3	4	5
20	Employees effort and accomplishments are made public knowledge in order to unify the organization	1	2	3	4	5
	Others(please specify and rate accordingly)					
		1	2	3	4	5
		1	2	3	4	5

Thank for your kind cooperation