Employees Empowerment and Organizational Performance: A Case of Nyeri Catholic Secretariat

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Abstract

Nyeri Catholic Secretariat is a key stakeholder in Nyeri County where it has established schools, hospitals, colleges, commercial farming, press, social development projects among other projects. Through different departments, NCS has equipped the Catholic Archdiocese of Nyeri in its mission of evangelization, social development, health provision and financial development. NCS employs hundreds of workers making it a top employer, a key service provider and a business partner to many organizations. NCS has traditionally been applying bureaucratic and hierarchical management style which is increasingly becoming unviable in the contemporary business set up. A people friendly, participative management style where employees have authority to decide is preferred for competitiveness and survival of organizations. This study examined the contribution of the practice of staff empowerment on the overall performance of an organization with a specific reference to Nyeri Catholic Secretariat (NCS). The study was guided by Bowen and Lawler (1995) conceptualization of empowerment as a product of power, information, knowledge and reward. This study was guided by the following research questions: how does delegation of authority affect organizational performance? How does information dissemination affect organizational performance? What influence does knowledge sharing have on organizational performance? What influence does employee reward have on organizational performance? Employee commitment is taken as a moderating variable. A case study research design was used in the study. The target population comprised of 810 employees from the various departments of NCS which

include educational, health, pastoral, hospitality, social, communication, security, agricultural and pastoral industries departments. The sample size was 270 employees from the total target population. Both stratified sampling design and simple random sampling procedures were used to arrive at the sample size. Questionnaire was chosen for data collection. The collected data was analyzed quantitatively whereby descriptive statistics including percentages, tables and charts were used to summarize the data. The following key findings were made: delegation of authority enhances mutual trust between management and non-managerial staff, builds loyalty, sense of belonging and it quickens decision making process. Information is power and it should be effectively shared to equip every worker with sufficient information to enable him or her decides and executes a given mandate in line with strategic goals. Sharing of work related information enhances operational efficiency, improves team work and coordination. Sufficient knowledge should be shared with the workers to ensure they have the requisite mental and psychological capacity that match with their particular assignments and responsibilities. Good outcomes and behavior, innovation, sense of responsibility and other positive values should be rewarded. Sharing power, information, knowledge and rewarding effectively could boost employees' morale and commitment for improved organizational performance.

Key Words: *Delegation, Dissemination, Knowledge Sharing, Reward, Organizational Performance.*

1.1 Introduction

Good managers empower the workforce believing that it is possible to achieve organizational goals through the available workforce provided they are vested with due authority, freedom, information, skills and incentives by the organization. Jarrat, Ball and Kemmis (2005) advice that management should abandon rigid controls over the subordinates if they intend to unlock the energies and talents within for the benefit of a firm. In Britain, the case for employee empowerment has long been made by liberals and by some within the labor tradition (Brione & Nicholson, 2012).For hundreds of years; work life in its entirety was defined and determined using administrative concepts of bureaucracy hierarchy and power. The fast developing practice of empowerment marks a break from authoritarian management to an era of expanding workplace democracy where fundamental freedom of the workers is upheld.

The evolution of management from classical management schools namely; scientific, bureaucratic and administrative management schools sought to ensure higher productivity and efficiency. The one best way of Taylor, Weber's bureaucracy with strict regulations and defined hierarchy and Fayol's administrative management summarized in his fourteen principles marked bold attempts that sought to boost organizations' objectives. Unfortunately the well-meaning scholars and industrialists gave inadequate attention to the human side of management where workers dignity was slighted. Under bureaucratic

management, industrial workers were given limited freedom of choice while the power to generate new ideas and plans was delinked from execution where the management alone seemed to have had the privilege of using the brainpower. Scientific management managed to boost productivity; however, it unfortunately gave space for alienation of workers (Wilkinson, 1998).The human relations management of 1920s developed as a reaction against classical management schools' failure to care for human aspects in the work place. The behavioral science approach recognized that employees are creative, competent and much of their potential was underutilized. A deep urge for meaningful work, participation and self-actualization triggered a deep thirst for empowerment.

Empowerment devolves authority and responsibility to the lowest level giving employees some space to decide and to act on their own initiatives. According to Robbins, Judge and Sanghi (2007), empowering involves pushing decision making to the functional level where managers have the space to choose what should be done and provide solutions. Turney (1993) observed that empowered personnel develop the sense of duty and of being in control, are more satisfied and enjoy self-determination. According to Doughty (2004) empowerment strengthens productivity, belongingness, creativity and innovativeness. Robbins et al. (2007) feel that empowerment nurtures mutuality between employees and the management who abandon inflexible controls while employees become more responsible and accountable. As a challenge, some managers have a misplaced feeling that by empowering subordinates, they would lose their responsibility for leadership.

According to Wood (2007), the practice of empowering employees improved the performance across the manufacturing sector in Ireland. Empowerment is mutually beneficial where workers tend to own the vision and goals of an organization and discharge their duties effectively and consequently derive satisfaction from the job. In a study done in Malaysia, Hanaysha (2016) found that empowerment is about building trust and motivation, a participation in making decisions and removal of boundaries that separate ordinary workers from the management. This practice provides employees with adequate authority to handle issues related to their daily assignments. Conger and Kanungo1988) assert that the greater the sense of inadequacy, the stronger will the staff agitates to be empowered. The conditions that deprive power from the subordinates must be known as a matter of priority and the necessary corrective measure be taken by the management.

According to Nzuve and Bakari (2012), desirable growth of an organization demands the participation of all its workers in a joint pursuit of organizational objectives. Key to the realization of the goals and objectives of NCS is the realization that the employees are the key asset to be managed professionally for optimal benefit from the pool of talents, energies, skills and good will of these employees. Management has a critical role of providing workers with enabling structures.

This study attempted to explore the degree to which NCS has been practicing employee empowerment and the contribution of this practice on the overall performance of NCS.

1.2 Statement of the Problem

Organizations that empower employees through delegation of authority, effective dissemination of information, sharing of knowledge and which reward employees positive behaviors enjoy satisfactory performance as a consequence. Empowered employees are fulfilled, innovative and motivated to give their best for the realization of organizational objectives. An organization is most productive and well positioned to outperform others when all its employees are empowered.

NCS applies hierarchical-bureaucratic management style to run its departments. Authority is concentrated at the top whereby every decision is made by the top executives. This slows decision making which consequently slows and compromises departmental operations leading to poor organizational performance. With the rigid management style, information flow is grossly inhibited and poorly managed to the disadvantage of subordinates who helplessly struggle to obtain the minimum information necessary to act responsibly. The lower ranked staffs lack critical information on objectives of NCS, information on personnel matters as well as lack of information regarding changes that affect them. The above challenges regarding poor distribution of authority, information, knowledge and rewards have disempowered employees, stifling self-drive, innovation and enthusiasm which have unfortunately compromised the performance of NCS.

This study therefore, sought to investigate the reasons why NCS have failed to delegate authority efficiently; why NCS has failed to ensure adequate and proper flow of information; why NCS has failed in sharing knowledge for efficient operations and the reasons leading to poor reward management. The study will also attempt to establish the link of power, information, knowledge and rewards with employee commitment.

1.3 Objectives of the study

1. To examine the influence of delegation of authority on organizational performance
2. To evaluate the influence of dissemination of information on organizational performance
3. To ascertain the influence of knowledge sharing on organizational performance
4. To establish the influence of reward on organizational performance.
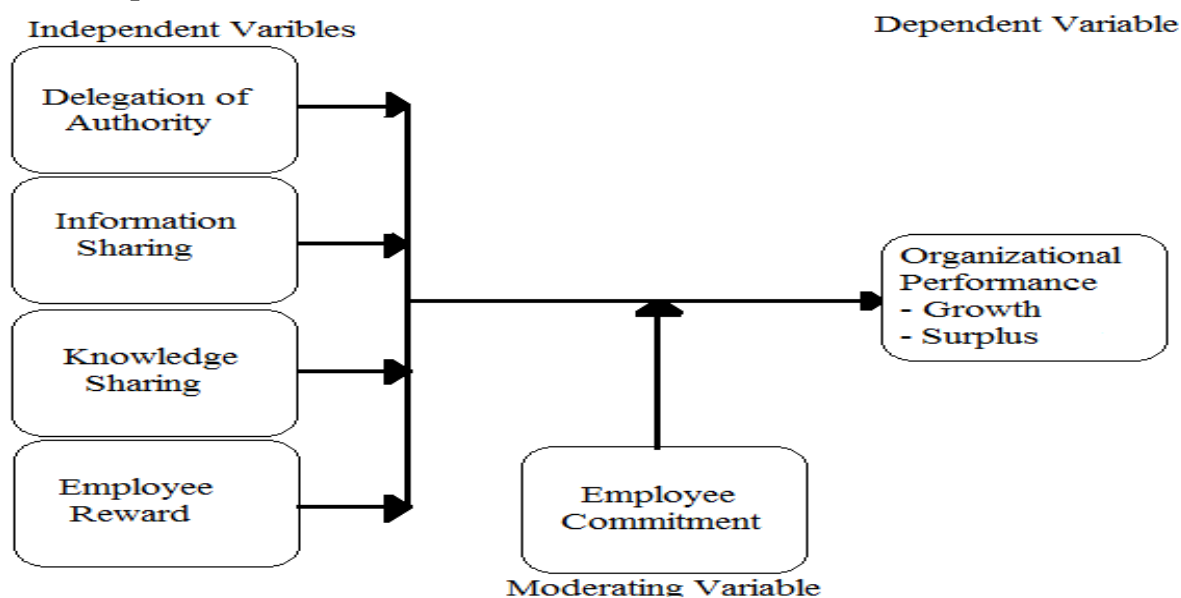
1.4 Conceptual framework

Figure 1: Conceptual Framework.

2.1 Theoretical Review

2.1.1 Structural Empowerment Theory

This theory looks at the factors within a particular work setting which either facilitate or choke employees' ability to carry out their works successfully. It was popularized by Rosabeth, Kanter (1977, 1993) who said that factors in a given situation can either choke or motivate performance, irrespective of individual characteristics. According to Kanter (1983), it is only in a workplace where employees are informed, resourced, supported and are learning that employee empowerment can be achieved.

According to Moore (2014) the focus of structural empowerment is the internal components within the firm including programs, structures, policies and community mobilization. Kanter (1983) believes that a leader's power grows when he or she donates it to the employees. Kanter points to some conditions for empowerment including availing chances for advancement, accessing information, support system, accessing resources, provision of formal power and provision of informal power. Kanter (1983) noted that to retain professionals, a relaxed and calm work atmosphere should be nurtured. Socialization, cohesion building, support to the staff, encouragement, and autonomy should be enhanced. Jarrat *et al*., (2010) say that structural empowerment demand transfer of power and decision making from the managers and redistributing it down the hierarchy.

2.1.2 Psychological Empowerment theory

Empowering from a Psychological perspective deals with nurturing expertise, independence, job purposefulness and enduring impression on the organization. Conger and Kanungo (1988) defined psychological empowerment as a path to grow employees' feelings of self-confidence which begins with creating awareness of the factors that cause powerlessness. The other key step is to remove these negative conditions by availing necessary information and awareness on self-development. Sprietzer (1996) believes that a company could successfully empower by supporting efforts that grow expertise, proficiency, motivation, knowledge transfer and letting employees steer their work-place destiny.

According to Stander and Rothmann (2009) to empower psychologically avails opportunities for employees' to rethink and understand their specific roles and duties better. The management strives to convince individual workers about their fundamental freedom and individual obligation to shape their work life. There is need for great efforts to build self-esteem through careful identification of negative forces and urgently effecting necessary measures that would foster competence and esteem. Jarrat et al.,(2010) believe that to be truly empowered, employees must enjoy clarity in regard to their specific roles and responsibilities. Management should ensure an understanding of the reasons and relevance of employee's specific undertakings in relation to the entire business plan.

2.1.3 Resource Based Theory and Employee Empowerment

Resource-based theory was popularized by Wernerfelt (1984), Prahalad and Hamel (1990) and Barney (1991) among other scholars. It states that sustained competitiveness demands resources that are valuable, rare, non-imitable and non-substitutable. These four characteristics give a company heterogeneity which is key to securing competitive edge. Successful devolution of responsibility should go together with devolution of resources. Resources in terms of employees provide the key internal asset which differentiates an organization. These workers make the internal customers who should be cared for satisfactorily through the practice of empowerment before external customers are cared for. For a firm to attain and sustain the status of a market leader it should use its unique HR to exploit available business opportunities while neutralizing both existing and potential threats. For Elnaga and Imran (2014) the personnel represent a rich deposit of skills, abilities, talents and experiences that cannot be replicated by competing firms. It is easy to procure and apply the same or similar technology, computer systems and processes but not so with employees. Employees' skills are vital resources which should be managed and channeled appropriately instead of being tightly controlled.

2.2 Literature Review

The process of empowering the staff involves distributing authority to the levels where tasks and duties are being performed. The personnel at a particular functional unit are given the chance and matching authority to act which improves performance. Someone from the lower level can decide on a particular operation without calling higher authorities. Michel, Nabeland and Adiel (2011) assert that by the practice of delegating tasks and offering chances for learning, managers empower their personnel.
According to O'Malley (2010), the bees have a devolved form of government where the members closest to some particular information act on that information promptly deciding on a course of action without waiting for orders from higher ranks. Armstrong (2006) maintains that empowered employees easily meet the set goals or go beyond expectations due to the energies that flow from the freedom to decide and to solve issues as well as the sense of accountability developed within them.

Elnaga and Imran (2013) insist that for an organization to claim successful empowerment it should divulge all relevant information to subordinates. Sahoo and Das (2011) maintain that if workers get adequate information regarding the work schedules, operations, work environment and the strategy they would come to understand the mission, vision and objectives better. This deeper understanding would instill a feeling of being valued, appreciated and therefore empowered.
Empowered employees do not simply conform to the status quo, rather they are agents of change who apply modern information technologies to navigate through the rapidly changing business environment

Koenig (2018) refer to the process of capturing, distributing, and effectively using acquired skills, experiences and expertise as knowledge management (KM).Empowering employees avails them the opportunity to grow their skills, experiences and capabilities with a view of carrying out assigned tasks and roles efficiently. According to Sahoo and Das (2011), training and development can bring in competence, enthusiasm and esteem which are key ingredients in the empowerment process. Empowerment and human resource development (HRD) strategies are positively correlated. HRD strategies would be more effective, if workers are allowed greater participation and are empowered to take decisions (Khandekar & Sharma, 2005).

3.0 Research Methodology

The study adopted case study research design, descriptive research was applied, the target population was 810 employees of NCS including managers, supervisors and lower level employee, and stratified random sampling to select respondents and the sample size was 270. Primary data was collected by the use of structured questionnaires; a pilot study was done to validate the research methods and the approach used, the researcher used Cronbach Alpha technique to measure the reliability of the questionnaires. SPSS was used to analyze data; results were represented in tables, graphs, charts and figures.

4.0 Data Analysis, Results and Discussions of Findings

4.1 Descriptive Statistics

Table 1: Influence of Delegation of Authority on Organizational Performance

	Statements	SA	A	UD	D	SD
		%	%	%	%	%
a.	Delegation of authority enhances mutual trust between management and non-managerial staff.	48.9	43.3	3.0	3.4	1.3
b.	Authority is frequently delegated in our department.	24.9	56.7	7.3	9.4	1.7
c.	Authorization builds loyalty and sense of belonging.	36.1	51.9	5.2	6.0	0.9
d.	When authority is delegated to a person who lacks proper management skills poor decisions are made.	59.2	32.6	3.0	3.9	1.3
e.	Delegation accelerates decision making process.	37.8	53.2	3.0	5.6	0.4

Note**:** SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

Whereas 48.9% strongly agreed that delegation of authority enhances mutual trust between management and non-managerial staff, 43.3% agreed. The remaining 3.4%, 3% and 1.3% either disagreed, were undecided or strongly disagreed with the statement. Slightly more than half (56.7%) agreed that authority is frequently delegated in their department. Another fraction of 24.9% strongly agreed. Slightly below ten percent(9.4%) disagreed, 7.3% were undecided and 1.7% strongly disagreed with the statement. With regards to delegation and loyalty, 51.9% and 36.1% were positive by agreeing and strongly agreeing that delegation of authority builds loyalty and sense of belonging respectively. There were however a few who were undecided, disagreed or strongly disagreed with the statement.

In regard to delegation of authority and the quality of decisions made, 59.2% strongly agreed and 32.6% agreed that when authority is delegated to a person who lacks proper management skills poor decisions are made. A few (1.3%) strongly disagreed, 3.9%disagreed whereas 3% remained undecided. With reference to quickening decision making process through delegation of authority, 53.2% agreed and 37.8% strongly agreed that delegation of authority accelerates decision making process. 5.6% were negative by disagreeing while 0.4 % strongly disagreed with the statement.
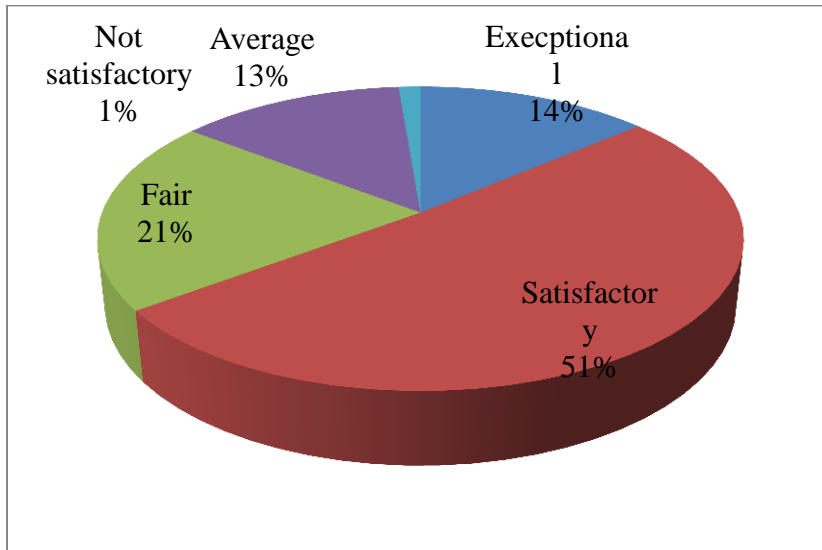
Figure 1: Satisfaction ratings on information sharing in the department

Fifty one percent (51%) rated information sharing in the department as satisfactory, 21% fair, 14% exceptional and 13% average. However, only 1% rated it as not satisfactory.
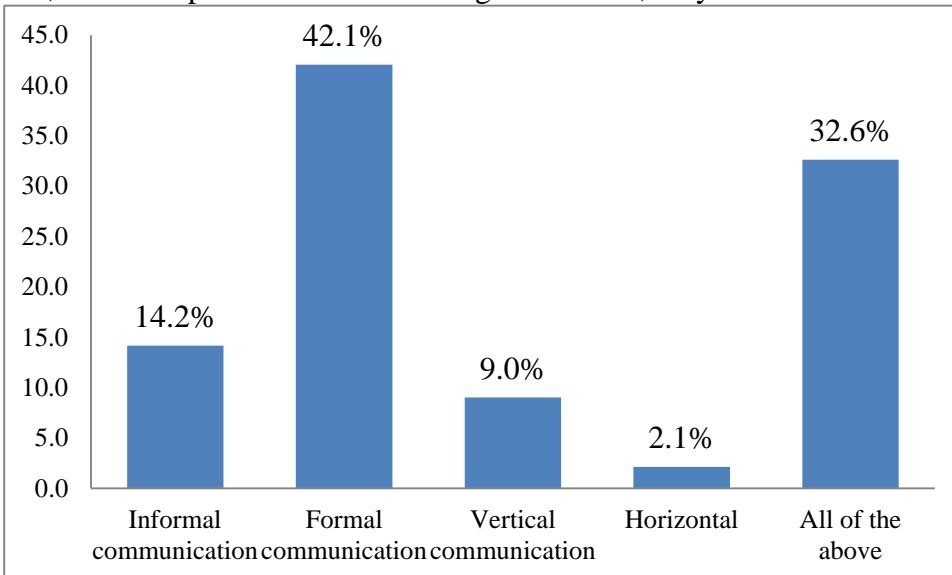

Figure 2: Main forms of communication used in sharing information

A high percentage of 42.1% indicated that formal communication was the main channel used for information sharing for the departments. On the other hand, 32.6% indicated that different forms of communication were used together or interchanged in the department.

Table 2: Ratings on the Techniques and Technologies of Internal Communication

	Statement	Excellent	Very good	Average	Poor	Unacceptable
		%	%	%	%	%
a	One-on-one meetings	36.9	30.5	27.5	3.4	1.7
b.	Staff/ team meetings	33.5	34.8	27.9	3.4	.4
c.	Emails	16.3	24.0	35.6	18.9	5.2
d.	Voicemail	6.9	9.9	31.8	33.5	18.0
e.	Newsletters	10.7	19.3	45.9	16.7	7.3
f.	Bulletins	6.4	18.5	39.1	19.7	16.3

Around 36.9% indicated that one-on-one meetings were excellent while 30.5% rated it as a very good technique for internal communication. Around 27.5% rated it as average whereas the remaining 3.4% and 1.7% rated it as poor or unacceptable. Slightly more than a third (33.5%) rated the staff meetings as excellent while 34.8% rated it as a very good communication technique. Some 27.9% rated the staff meetings as average whereas the remaining 3.8% rated it as either poor or unacceptable. On suitability of email, 24% and 16.3% rated it as very good and excellent respectively. Slightly more than a third (35.6%) rated it as average and 18.9% rated it as poor. The remaining 5.2% rated emails as unacceptable.

With regards to voicemail, 35.6% rated it as average and 33.5% as poor. 18% rated voicemail as unacceptable whereas the remaining 16.9% rated it as very good and excellent respectively. With reference to newsletters, 45.9% rated it as average, 19.7% very good, 16.7% poor, 107% excellent. Slightly more than a third (39.1%) rated the use of bulletins for internal communication as average, 19.7% poor, 16.3% unacceptable, 18.5% very good and 6.4% excellent.

Table 3: Influence of Information Sharing on Organizational Performance

	Observations	SA %	A %	UD %	D %	SD %
a.	Effective feedback system facilitates exchange of information and knowledge within the organization.	51.5	40.8	6.4	.4	.9
b.	Sharing of work related information helps in execution of decisions and accomplishing tasks.	49.8	43.3	4.3	1.7	.9
c.	Proper channels of information sharing boost employee morale which improves job performance.	61.8	29.2	5.6	3.0	.4
d.	Sharing of work related information enhances operational efficiency.	48.5	43.8	6.4	.4	.9
e.	Timely sharing of work related information improves job satisfaction which decreases grievances.	58.4	32.2	7.7	1.3	.4
f.	Sharing of work related information helps in improving team work and coordination.	62.2	33.0	3.8	.4	.4
g.	Sharing of information clarifies the vision and goals of our department.	55.8	36.9	5.6	.4	1.3
h.	I frequently exchange work-related information and advice with my colleagues at work.	32.6	58.4	.4	7.7	.9

Note: SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

From the results in table 3, fifty one and a half percent (51.5%) strongly agreed that effective feedback system facilitates exchange of information and knowledge within the organization. 40.8% agreed with the statement whereas 0.4% disagreed, 0.9% strongly disagreed and 6.4% remained undecided. Half of the respondents (49.8%) strongly agree and 43.3% agreed that sharing of work related information helps in execution of decisions and accomplishing tasks. On the other hand, 4.3% were undecided, 1.7% disagreed and 0.9% strongly disagreed.

Majority (61.9%) strongly agreed that proper channels of information sharing boosts employee morale which improves job performance. 29.2% supported the statement by agreeing whereas 5.6% were undecided, 3% disagreed and 0.4% strongly disagreed.

Almost half at 48.5% of the respondents strongly agreed while 43.8% agreed that sharing of work related information enhances operational efficiency. On the other hand, 6.4% remained undecided, 0.4% disagreed and 0.9% strongly disagreed. With regards to job satisfaction and reduced grievances, 58.4% strongly agreed, 32.2% agreed whereas 1.7%

(disagreed or strongly disagreed) that timely sharing of work related information improves job satisfaction which decreases grievances.

A majority at 62.2% strongly agreed and 33% agreed, 3.8% were undecided and 0.8% strongly disagreed and disagreed that sharing of work related information helps in improving team work and coordination. Majority (55.8%) of the participants strongly agreed, 36.9% agreed, 5.6% were undecided, 1.7% disagreed that sharing of information clarifies the vision and departmental goals. Around 58.4% agreed, 32.6% strongly agreed to the statement that they frequently exchange work-related information and advice with their colleagues at work. A minority (7.7% and 0.9%) disagreed and strongly disagreed respectively.
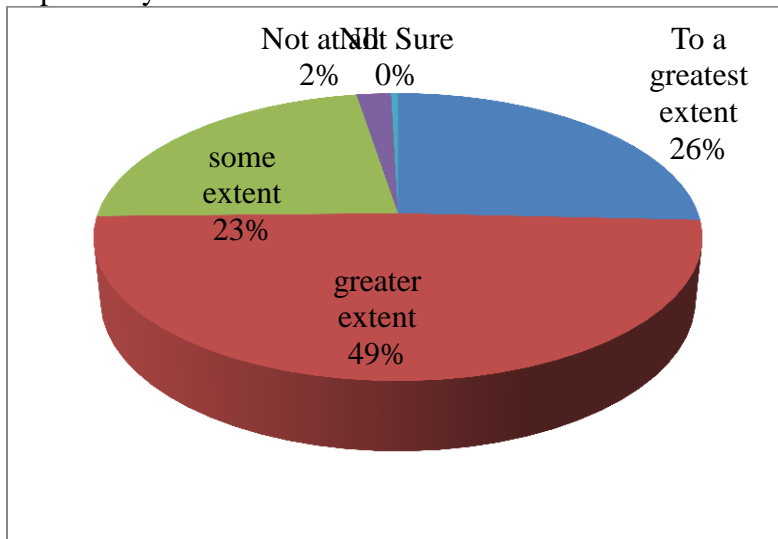

Figure 3: Sharing information.

Close to half (49%) of the participants felt that sharing of work related information affected performance to a greater extent, 26% to the greatest extent and 23% to some extent. A few (2%) however indicated that it had no effect on performance.

Table 4: How sharing of knowledge is done

	Frequency (F)	**Percent (%)**
Staff meetings	103	44.2
Training Sessions	48	20.6
Job Induction	15	6.4
Office Website	3	1.3
All of the above	64	27.5
Total	**233**	**100.0**

A high percentage (44.2%) indicated that staff meetings were commonly used in sharing knowledge in their department. This was followed by training sessions (20.6%). However, 27.5% indicated that staff meetings, training sessions, job induction and use of office websites were all utilized in sharing knowledge in the departments. The respondents were required to show the reasons for departmental sharing of knowledge. (See Figure 4).
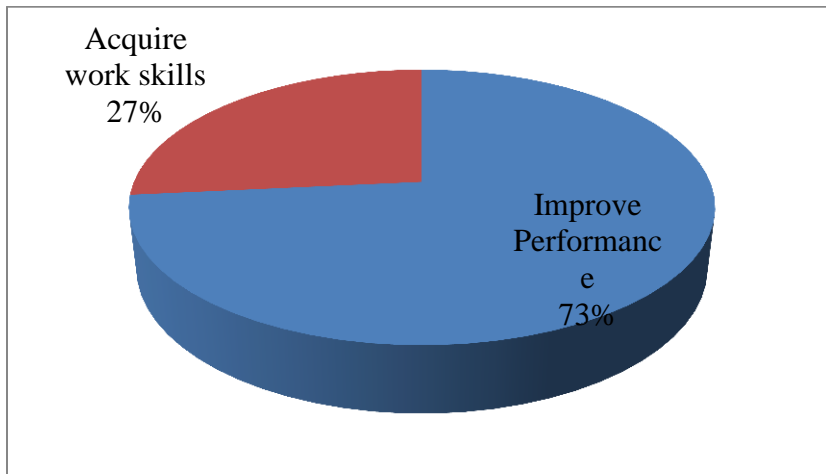

Figure4: Purpose for Sharing Knowledge in the Department

From the results in figure 4, majority (73%) indicated that the sharing of knowledge was generally for the purpose of improving performance. However, 27% indicated that the knowledge shared was to acquire work skills.

Table 5: Influence of Knowledge Sharing on Organizational Performance

	observations	SA %	A %	UD %	D %	SD %
a.	Some of training offered does not conform to the required skills of the work that I do.	14.6	25.8	12.4	30.9	16.3
b.	I do not feel like my immediate knowledge needs are identified before training is offered.	14.2	22.7	12.4	40.3	10.3
c.	Proper sharing of knowledge if provided will help in developing my skills for better performance.	51.9	42.9	3.4	1.3	.4
d.	The time set for training programs is not adequate.	23.6	30.5	13.7	25.8	6.4
e.	I am comfortable consulting colleagues for advice regarding my work activities.	45.9	42.1	8.6	2.1	1.3
f.	It is easy to access the records, documents and information that need to effectively complete my day-to-day work.	38.6	49.8	3.0	6.9	1.7
g.	I feel that am recognized for my expertise and knowledge in the office.	29.6	56.7	6.0	6.0	1.7

Note : SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

Results in table 5 shows that, about forty per cent (40.4%)of the participants felt that some of the training offered does not conform to the required work skills. A big margin of the participants at 47.2% expressed a dissenting view. Some 14.2% of the respondents strongly agreed that their immediate knowledge needs are not identified before training is offered while, 22.7% agreed, and 12.4% remained undecided. The remaining percentage felt that their immediate training needs were identified before training. A strong majority at 94.8% agreed that proper sharing of knowledge if provided will help in developing their skills for better performance.

About 54.1% felt that time given for training was inadequate. 32.2% felt that time set for training programs is adequate. The remaining 13.7% were however undecided.
Almost a half at 45.9% strongly agreed, 42.1% agreed that they are comfortable consulting colleagues for advice regarding their work activities. The remaining 8.6% were undecided, 2.1% disagreed and 1.3% strongly disagreed. Over a third at 38.6 % strongly agreed while 49.8 agreed that it is easy to access the records, documents and information that they need to effectively complete their day-to-day work. A few however remained undecided (3%), others disagreed (6.9%) and strongly disagreed (1.7%) with the statement. Majority at 56.7% agreed with 29.6% strongly agreed that they are

recognized for their expertise and knowledge in the office. A few were undecided (6%), disagreed (6%) and strongly disagreed (1.7%).
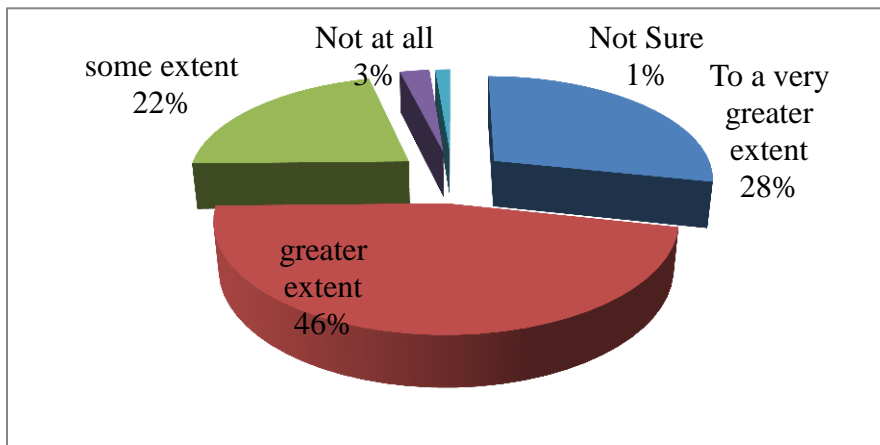

Figure 5: Extent to which Sharing Of Knowledge through Training Has Influenced Performance

In response to the extent to which sharing of knowledge influenced performance, results in figure 5 shows that 46% of the respondents indicated to a greater extent, 28% to a very greater extent and 22% to some extent. A few (3%) however indicated that it had no affects.

Table 6: Influence of Employee Reward on Organizational Performance

	Observations	SA	A	UD	D	SD
		%	**%**	**%**	**%**	**%**
a.	We are provided with bonuses based on productivity.	11.2	18.9	14.6	31.8	12.0
b.	There is a reward system in our workplace which motivates me to perform my duties appropriately.	12.9	33.9	12.4	28.8	12.0
c.	There are special allowances for certain kinds of responsibilities.	14.2	37.8	11.2	22.3	14.6
d.	Good performance is rewarded accordingly which makes employees committed to perform better.	15.9	31.3	8.2	29.2	15.5
e.	We are paid according to our qualifications and this motivates us to attend training to improve our skills to accomplish organizational goals more effectively.	15.9	27.9	12.0	25.8	18.5
f.	The reward program for employees is satisfactory.	9.9	30.0	12.9	33.5	13.7
g.	The institution rewards in recognition of different kinds of achievements and exceptional contributions.	12.4	25.3	13.7	33.9	14.6
h.	All the employees in our department have an equal opportunity of being rewarded for their hard work and effort made.	29.6	29.6	14.2	15.9	10.7

Note: SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

Based on the results in table 6, 31.8% disagreed and 12.0% strongly disagreed with the statement that they are provided with bonuses based on productivity. Some 18.9% agreed, 14.6% were undecided and 11.2% strongly agreed respectively. A third (33.9%)of the participants agree that there is a reward system which motivates them to perform their duties appropriately with 28.8% disagreeing. A fraction of 12.9% strongly agreed, 12.4% were undecided and 12.0% strongly disagreed with the statement. With reference to special allowances, 37.8% agreed that there are special allowances for certain kinds of responsibilities. However, 22.3% disagreed with the statement. The remaining respondents strongly agreed (14.2%) and strongly disagreed (14.6%) whereas 11.2% remained undecided.

Slightly less than a third at 31.3% agreed whereas 29.2% disagreed, 15.9% strongly agreed while 15.5% strongly disagreed that good performance is rewarded accordingly which make employees more committed and perform better. A significant fraction of respondents at 27.9% agreed while 15.9% strongly agreed that they are paid according to their qualifications. On the other hand 44.3% took a dissenting view. A third (33.5%) of the participants disagreed with 13.7% strongly disagreeing that the reward program for employees is satisfactory. 30% were satisfied with the reward program while 12.9% remained undecided on the matter.

Almost half (48.5%) of the respondents (disagreed and strongly disagreed), 37.7% (agreed and strongly agreed) that the institution rewards employees in recognition of different achievements and exceptional contributions. A high number at 29.6% strongly agreed and equally 29.6 % agree that all the employees have an equal opportunity of being rewarded for their work and effort. However 15.9% disagreed with the statement, 14.2% remained undecided.
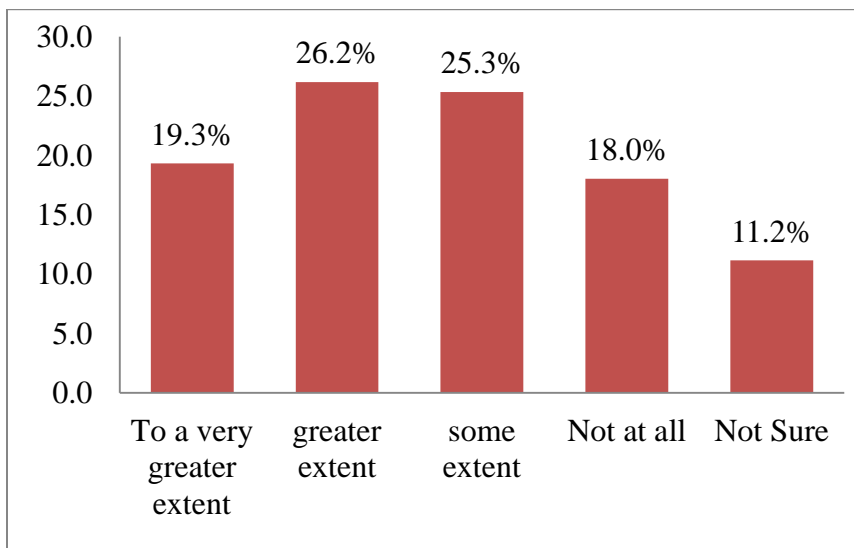

Figure 6: Extent to which reward programs contribute to the overall performance
The participants were asked to rate the effectiveness of reward system against the overall performance. From figure 6, 26.2% indicated to a greater extent, 25.3% to some extent and 19.3% to the greatest extent. On the other hand, 18% indicated that it had no effect whereas the remaining 11.2% were not sure.

Table 7: Influence of Employee commitment on Organizational Performance

	Statements	SA	A	UD	D	SD
		%	**%**	**%**	**%**	**%**
a.	Delegation of authority enhances employees' commitment to organizational goals.	33	57.5	6.0	2.1	1.3
b.	The reward management system in my workplace strengthens employees' loyalty to the organization.	23.2	36.0	16.7	19.3	4.7
c.	There is effective information sharing that ensures clarity of the strategic vision and goals which motivates employees' willingness to give their best input.	23.2	52.4	11.2	11.6	1.7
d.	Sharing of relevant knowledge through training, workshops, regular meetings and access to internet helps employees to know where and how to contribute their knowledge for success of the organization.	34.3	51.5	7.7	4.7	1.7
e.	We are rewarded according to our qualifications and contributions. This motivates us to attend training so as to improve our skills and abilities to accomplish task.	15.0	27.9	16.3	31.8	9.0
f.	Delegation of power, sharing information and knowledge and satisfactory rewards produce committed employees who focus on better organizational performance.	31.8	50.2	11.2	4.7	2.1
g.	Without employee commitment it is impossible to achieve organizational goals.	56.2	31.3	6.9	2.1	3.4

Note: SA- Strongly Agree, A-Agree, UD-Undecided, D-Disagree, SD- Strongly Disagree

According to the results in table 7, slightly more than half (57.5%) agreed that delegation of authority enhances employees' commitment to organizational goals. This was further supported by a third (33%) who strongly agreed with the statement. A few however disagreed (2.1%), strongly disagreed (1.3%) or were undecided (6.0%). In terms of reward management system, 36% agreed and 23.2% strongly agreed that the reward management system in the workplace strengthens employees' commitment. Negative responses were also given with 19.3% disagreeing, 4.7% strongly disagreeing while 16.7% were undecided.

About seventy five percent (75%) gave a positive response that there is effective information sharing that ensures clarity of the strategic vision and goals which motivates

employees' willingness to give their best input. A minority either disagreed (1.7%) or strongly disagreed (11.6%) with the statement. Slightly more than half (51.5%) agreed that sharing of relevant knowledge through training, workshops, regular meetings and access to internet helps employees to know where and how to contribute their knowledge for success of the organization. 34.3% strongly agreed, 4.7% disagreed, 1.7% strongly disagreed and the remaining 7.7% were undecided.

Whereas 31.8% disagreed that they are rewarded according to their qualifications and contributions which motivates them to attend training so as to improve their skills and abilities to accomplish task, 27.9% agreed. The remaining 15% strongly agreed, 16.3% were undecided and 9.0% strongly disagreed with the statement.

Majority at (82%) of the agree that a combination of delegation of power, information and knowledge sharing along with satisfactory rewards produce committed employees who focus on better organizational performance. Around 11.2% were undecided, 4.7% disagreed and 2.1% strongly disagreed with the statement. Some 56.2% strongly agreed that without employee commitment it is impossible to achieve organizational goals, 31.3% agreed. The remaining 6.9% were undecided, 2.1% disagreed and 3.4% strongly disagreed.

5.0 Conclusion

Sharing all critical information with employees equips them with capacity to make right and timely operational decisions. If information flow is inhibited, employees capacity will be weakened which will cripple self-esteem and morale. A feeling of alienation, confusion and fear will also come up with negative effects on the general performance.

To gain through employees, they must be adequately skilled to manage different operations efficiently. Interpersonal skills, technological and technical skills and practical decision making skills must be nurtured to ensure adequately equipped staff. This is a key duty for the management and it should be harnessed in different ways.

Reward is a powerful tool to ensure sustained motivation to contribute optimally towards departmental and organizational goals. Reward management should be carefully handled with the participation of the workers so as to ensure fairness, equity and sense of relevance. Rewards are not only financial or material but are also in other forms such as welfare, off-days and even verbal appreciation or recognition.

When the management devises measures for fair and proportionate distribution of authority, information, knowledge and rewards, feelings of trust will blossom with positive behaviors towards the organization. With strong commitment to the mission and objectives, desirable performance is easily realized.

6.0 Recommendations

The study recommended that devolution of authority should be adopted whereby power to make operational decisions is given to the staff manning the departments. Changes geared at enhancement of information sharing should be planned and effected

The study also recommended that, training should always be preceded by training needs analysis to ensure that knowledge and skills gap are identified. This will ensure training is given to address real gaps and once offered it would enhance empowerment by increasing information, skills and knowledge.

Based on the findings the study recommended that, a plan for reward management should be drawn with a specific budget to cater for bonuses, allowances, outings, certificates of merit, scholarships and employee welfare schemes. Verbal praise and recognition should also be used to motivate and reinforce positive behavior leading to higher productivity from satisfied employees.

It is good practice to involve employees while developing reward programs and when implementing them making sure that fairness and openness are observed. Management should share power and involve employees in making decisions in the functional level. Management should be vigilant so as to identify possible limiting factors and promptly take the corrective action to neutralize such threats which may weaken the personnel. Managers should exploit every opportunity to nurture a strong healthy bond with employees and ensure a work environment that enhances self-esteem, openness to learn and a culture of innovation.

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