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RELATIONAL EMPOWERMENT AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN THE ENERGY SECTOR, KENYA

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ST. PAUL'S UNIVERSITY

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF ST. PAUL'S UNIVERSITY.

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NOVEMBER, 2024

DECLARATION

This dissertation is my original work and has not been previously presented for award to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of St. Paul's Univerisity.

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DEDICATION

I dedicate this dissertation to my siblings, Geoffrey Njoroge and John Kanyonji. You have been a pillar of strength while I wrote this dissertation. Thank you for your unending support.

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ABBREVIATIONS OF ACRONYMS

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APSC	Australian Public Service Commission
B-BBEE	Broad-Based Black Economic Empowerment
BSC	Balanced Scorecard Model
GDC	Geothermal Development Company
GOK	Government of Kenya
GPRA	Government Performance and Results Act
KETRACO	Kenya Electricity Transmission Company Ltd
KNBS	Kenya National Bureau of Statistics
KPIs	Key Performance Indicators
KPLC	Kenya Power & Lighting Company
kWh	Kilowatt-hour
NACOSTI	National Commission for Science, Technology and Innovation
NUPEA	Nuclear Power & Energy Agency
PSRP	Public Service Reform Program
RBV	Resource Based View Theory
REREC	Rural Electrification and Renewable Energy Corporation
SPSS	Statistical Package for Social Sciences
VRIN	Valuable, Rare, Inimitable, and Non-Substitutable

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OPERATIONAL DEFINITION OF KEY TERMS

Delegation of Duties	Refers to the process of assigning specific tasks, responsibilities, and authority to individuals or teams within an organization, often based on their skills and expertise.
Employee Performance	Refers to the measurable outcomes, achievements, and results attained by employees in fulfilling their job responsibilities and objectives within an organization.
Energy Sector	The energy sector encompasses industries involved in the production, distribution, and consumption of energy resources, including fossil fuels (such as oil, gas, and coal), renewable energy sources (such as solar, wind, and hydroelectric power), nuclear power, and electricity generation and distribution infrastructure.
Participative Management	This involves actively involving employees in decision-making processes, problem-solving, goal-setting, and organizational planning. It emphasizes collaboration, open communication, and shared responsibility between management and employees to foster engagement, innovation, and ownership.
Relational Empowerment	Refers to the process of granting individuals or groups the authority, resources, and support needed to build strong interpersonal relationships and foster collaboration, trust, and mutual respect within an organization.
State Corporations	State corporations are entities established and owned by the government to undertake various commercial or public service activities on behalf of the state.
Teamwork	Refers to collaborative effort by a group of individuals who work together towards a common goal, sharing responsibilities, leveraging diverse skills, and fostering effective communication.
Training & Development	This is the systematic processes aimed at enhancing the knowledge, skills, abilities, and competencies of employees within an organization.

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ABSTRACT

Every firm, organization, sector or industry aims at excellent performance. This performance is driven by employees' performance. Employees are crucial for the success and sustainability of the energy sector. However, employee performance remains a major issue facing the sector. The energy sector in Kenya is grappling with a multifaceted challenge in the distribution of electricity, characterized by substantial technical and non-technical power losses. Employee performance directly influences the efficiency of operations, cost-effectiveness, and the ability to achieve organizational objectives. Strong relationships within the workplace enhance communication, foster innovation, and contribute to a positive organizational culture. Therefore, the study sought to assess the effect of relational empowerment and employee performance in State Corporations in the energy sector in Kenya. The study specifically sought to assess the effect of delegation of duties, teamwork, training and development and participative management on employee performance in State Corporation in the energy sector in Kenya. The study was anchored on relational exchange theory, principal agent theory and adult learning theory (andragogy). The study adopted a descriptive research design. The target population was 204 employees selected from the five (5) companies operating in the energy sector. Taro Yamen formula was used to determine a sample size of 135 employees who were incorporated into the study through stratified random sampling. The study collected data using structured questionnaires. The study conducted a pilot study at the Nuclear Power and Energy Agency where 14 questionnaires were distributed to the employees. Content validity was used in this study. The quantitative data collected, was analyzed using descriptive and inferential statistics. After analysis data was presented in the form of tables. Further, multiple regression analysis was adopted to analyze the association linking a single dependent variable and several independent variables. From the analysis the study revealed that assigning responsibilities helps employees to understand their roles which enhance performance. The study also found that setting collaborative goals ensures that team efforts are aligned with the broader objectives of the organization. The study concluded that there exists a positive and significant relationship between delegation of duties, teamwork, training and development and between participative management on employee performance in State Corporation in the energy sector in Kenya. The study recommended that the Kenyan Energy State Corporations should continue assigning responsibilities based on employees' skills and expertise, ensure that clear lines of accountability and expectations are established, promote empowerment through delegation of authority and maintain open communication channels for regular feedback. The study also recommended that Kenyan Energy State Corporations should encourage collaborative goal setting and define clear roles and responsibilities within teams, foster trust among team members and promote a culture of innovation to enhance teamwork and performance.

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CHAPTER ONE

INTRODUCTION

The study sought to evaluate the relationship between relational empowerment and employee performance in state corporations in Kenya. This chapter lays down the background to the employee performance problem, as envisioned in state corporations in Kenya. In addition, it shows the purpose of the study, the specific objectives it aims to achieve, the research questions it sets to answer, the study's justification and significance, the study's scope, and the study's limitations and delimitations.

1.1 Background of the Study

Employee performance is a multifaceted concept that encompasses the effectiveness, productivity, and overall contributions of individuals within an organization. In the context of State Corporations, employee performance refers to the ability of employees to fulfill their responsibilities and achieve organizational objectives (Rodriguez & Chen, 2019). It involves assessing the quality and efficiency of work, adherence to policies and procedures, and the attainment of individual and collective goals. State Corporations, being entities owned or controlled by the government, often place a high emphasis on accountability and public service,(Brown & White, 2018). State Corporations are often responsible for delivering essential public services. The performance of employees directly impacts the quality and efficiency of these services.

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Better employee performance ensures that public needs are met effectively, contributing to the overall well-being of the community (Patel & Davis, 2019). Efficient and effective State Corporations are essential for the proper functioning of government institutions (Harper & Foster, 2020). Employee performance directly influences the efficiency of operations, cost-effectiveness, and the ability to achieve organizational objectives. Well-performing employees contribute to streamlined processes and optimal resource utilization,(Jain & Yadav, 2022). The performance of employees in State Corporations is closely linked to transparency and accountability.

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Robust performance management systems help in setting clear expectations, monitoring progress, and holding individuals accountable for their contributions. Transparent performance evaluations foster public trust by demonstrating a commitment to openness and responsibility (Pandey & Reddy, 2020).

Australia adopts a results-oriented approach to employee performance in State Corporations, emphasizing the achievement of tangible outcomes (Gomez & Diaz, 2020). The Australian Public Service Commission (APSC) plays a pivotal role in guiding the assessment and management of employee performance through the Performance Management and Development Framework (Australian Public Service Commission, 2019). The framework in Australia not only focuses on the evaluation of employee performance but also integrates development aspects, aligning with the broader goal of continuous improvement (Morales & Fernandez, 2019).

In Mexico, the approach to employee performance in State Corporations is influenced by the country's unique socio-economic and cultural context. Mexico has undergone economic reforms and shifts toward modernization in recent decades, impacting the public sector and State Corporations (Gonzalez & Vargas, 2020). However, challenges such as corruption, bureaucratic inefficiencies and political influences continue to shape the landscape. In terms of employee performance, there have been efforts to implement performance management systems in State Corporations.

The performance of employees in Nigerian state corporations is influenced by factors such as government policies, political dynamics, and efforts to address issues like corruption and inefficiency (Adeyemi & Afolabi, 2021). Employee performance in Ethiopian state corporations is influenced by factors such as governance structures, policy frameworks, and efforts to enhance transparency and accountability (Assefa & Habte, 2021). Challenges such as bureaucracy, political influence, and the need for improved accountability mechanisms can impact employee performance. Addressing these challenges is crucial for optimizing the contributions of state corporations to the country's economic development (Gebremedhin & Kebede, 2023).

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Competent and motivated employees are essential for ensuring uninterrupted power supply, meeting the rising energy demands of a growing population, and contributing to the nation's socio-economic development (Kibet & Nyambati, 2021). The dynamic nature of the energy sector demands that employees stay abreast of advancements in renewable energy, grid management, and energy efficiency. Adequate training programs are essential to equip employees with the necessary knowledge and skills to navigate the complexities of the energy landscape effectively (Ondieki & Muthoni, 2020).

Motivation and job satisfaction also emerge as crucial factors influencing employee performance in the energy sector. The nature of work in this industry, characterized by high-pressure environments and challenging conditions, can contribute to burnout and reduced morale. Implementing strategies to enhance employee motivation, recognize achievements, and foster a positive work culture is vital for maintaining a high level of performance and commitment among the workforce (Otieno & Mwangi 2019).

The concept of relational empowerment gained global traction in the private sector, which was forced to devise new tactics to maintain employee engagement and organizational success after being battered by the escalating competition rate. According to Carrillo (2019), there are several well-known American companies implemented relational empowerment initiatives in the 1980s due to intense pressure to consistently improve quality and the competitive worldwide market. This idea sparked the creation of numerous programs that included resource sharing among staff members and providing them with additional chances through incentive programs or professional development opportunities. Various relational empowerment strategies have replaced the production line approach to service delivery in several large corporations, such as American Express, Xerox, and Federal Express (Murray & Holmes, 2021).

In Asia Pakistan, a study on the effect of employee empowerment on performance of faculty members of Hazara University showed that delegation and accountability have a statistically significant impact on employee performance. At the same time,

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knowledge negatively impacted employee performance, though it was statistically significant (Khan et al.,2019). In Canada, Murray and Holmes (2021) explored how dimensions of relational empowerment increase organizational commitment and, in turn, reduce turnover intention, thus leading to a more sustained workforce. Their findings indicate that building meaning through teamwork, delegation, and accountability, mainly when the aspirations and standards of workers and their organization are aligned, develops a strong emotional attachment that appears to diminish an employee's intention to leave significantly and helps improve their performance.

While African governments have implemented several employee empowerment programs, most of these efforts have centered around workforce rationalization and providing incentives to employees in order to improve performance in state corporations. Teamwork, delegation, and accountability are among the measures of relational empowerment that have been shown to influence employee performance in most African countries. In Ghana show that employee performance is not directly influenced by structural or psychological empowerment, but they do impact organizational civic behavior and employee engagement. However, the authors point out that employee performance is affected by accountability, teamwork, and delegation (Afram et al.,2022).

Kagucia et al.(2020) notes that in most African countries, empowered employees are more effective, dedicated to their organizations, and satisfied with their jobs. Positive feedback encourages staff to make extra effort to ensure clients are content and happy. The authors note that empowered employees should be accountable for their actions and not point the finger at upper management when planned objectives are not achieved. This makes it easier for them to grow from their mistakes. The center of performance, authority, and responsibility for decision-making in companies is accountability. An employee should feel that they are accountable for the results of their actions when performing their jobs.

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In Kenya, Kagucia et al. (2020) expounds that many organizations utilize empowerment strategies such as training, information sharing, delegation of authority, participatory decision-making, job enrichment, rewarding exceptional contributions, and trust. Setting high-performance targets, granting autonomy from bureaucratic restraints, expressing confidence, and allowing staff to make decisions and create goals are all examples of standard empowering methods for supervisors. Organizational and job-related characteristics have a significant impact on the empowerment-performance relationship. Most employees feel that an information-sharing strategy improves empowerment and motivation.

The impact of employee empowerment on employee performance is an intriguing subject that has yet to be unpacked. Considering the inconclusive research findings among scholars, a greater understanding of how employee empowerment adds to employee performance demands additional attention (Kagucia et al,, 2020). Thus, based on the above argument, and driven by inconsistent findings, this research sought to investigate the influence of employee empowerment on employee performance for state corporations in Kenya.

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1.1.1 Relational Empowerment

Relational empowerment refers to the transformative process through which individuals and groups establish and nurture meaningful connections that contribute to mutual support, collaboration and collective growth(Adeleke & Lawal, 2020). At its core, relational empowerment emphasizes the importance of relationships in facilitating personal and collective empowerment. Strong relationships within the workplace enhance communication, foster innovation, and contribute to a positive organizational culture (Smit & Molefe, 2022). Additionally, relational empowerment promotes employee engagement, leading to increased job satisfaction, productivity, and a sense of shared responsibility.

Some of the relational management includes delegation of duties, teamwork, continuous improvement and involvement in decision making. Relational management in State Corporations involves the strategic delegation of duties (Dinka

& Alemayehu, 2022). Effective delegation empowers employees by entrusting them with responsibilities that align with their skills and expertise. This theme emphasizes the importance of trust and cooperation between leaders and subordinates, fostering a culture of shared accountability (Mwakyusa & Kamagi, 2019). Teamwork is a cornerstone of relational empowerment in State Corporations. Encouraging collaboration among employees enhances collective problem-solving, promotes diversity of thought, and strengthens the overall performance of the organization. Effective teamwork is rooted in mutual respect, communication, and a shared commitment to achieving common goals (Mwambungu & Msigwa, 2021).

Relational management in State Corporations emphasizes a commitment to continuous improvement. This theme encourages a culture of learning and adaptation, where employees actively seek opportunities for growth and innovation (Kibwana & Shubi, 2020). The pursuit of excellence becomes a collective effort, with each member of the organization contributing to the ongoing enhancement of processes and outcomes. Empowering employees in State Corporations involves their active involvement in decision-making processes (Nyambura & Odhiambo, 2019). This theme underscores the importance of soliciting input from all levels of the organization, promoting a sense of ownership and commitment. Inclusion in decision-making not only enhances the quality of decisions but also fosters a culture of shared leadership and responsibility.

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1.1.2 Energy Sector in Kenya

The energy sector in Kenya plays a vital role in powering the nation's economic growth and improving the quality of life for its citizens. The energy sector in Kenya is dominated by petroleum and electricity sub-sectors according to the Taskforce 2021 report. This study focused on the electricity subsector which is divided into generation, transmission and distribution. The sector in Kenya is composed of various institutions that are responsible for the development, management, and regulation of energy resources in the country. These institutions play a critical role in ensuring that the energy sector operates efficiently and effectively, promoting investment in the sector, and contributing to the overall economic development of the country.

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The energy sector in Kenya comprises of several crucial institutions, each playing a distinct role. The Kenya Electricity Generating Company (KenGen) is a prominent player, focused on generating electricity from renewable sources like geothermal, hydro, and wind power. KenGen operates numerous power plants across the country, boasting an installed capacity exceeding 1,800 MW (Kenya Electricity Generating Company, 2021). Additionally, the Rural Electrification and Renewable Energy Corporation (REREC) specialize in expanding electricity access in rural areas by implementing off-grid renewable energy projects, including solar home systems and mini-grids (Rural Electrification and Renewable Energy Corporation, 2018).

On the other hand, the sector also includes entities like the Geothermal Development Company Ltd (GDC), which focuses on geothermal resource development and steam sales for electricity production. Kenya Power & Lighting Company (KPLC) is primarily involved in electricity transmission and distribution, while Kenya Electricity Transmission Company Ltd (KETRACO) operates and maintains high voltage transmission grids and regional interconnectors. Lastly, the Nuclear Power & Energy Agency (NUPEA) contributes to energy sector research and development, energy efficiency awareness, training, and the promotion of local energy technology production. These institutions collectively form the backbone of Kenya's diverse and dynamic energy landscape (Kipchirchir et al.,2020).

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1.2 Statement of the Problem

Employee performance in the energy sector in Kenya is a critical determinant of the industry's overall effectiveness and success. The energy sector, encompassing areas such as electricity generation, distribution, and renewable energy initiatives, plays a pivotal role in supporting the country's economic growth and development (Mwakaje & Nkurlu, 2021). The performance of employees within this sector is crucial as their responsibilities directly impact the reliability, efficiency, and sustainability of energy production and distribution. Despite the importance of employee performance, several challenges persist within the energy sector in Kenya. One significant issue is the need for continuous skill development and training to keep up with evolving technologies and industry trends (Nyagaka & Njeru, 2021).

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According to recent performance evaluations conducted by the Public Service Commission of Kenya (PSC, 2023), an alarming percentage of employees fall below expected productivity benchmarks, with up to 40% failing to meet established targets consistently. Furthermore, statistics from the Kenya National Bureau of Statistics (KNBS, 2022) indicate a decline in employee morale, with surveys revealing that only 30% of staff members feel engaged in their work. The state corporations in the energy sector in Kenya are not exceptional. They have had a fair share of their low employees performance related challenges. This necessitates need to investigate various ways of enhancing employee performance.

Studies have been conducted on the effect of relational empowerment and employee performance. For instance, Kagucia et al. (2020) conducted a study on the influence of relational employee empowerment on job performance in national polytechnics in Kenya. The study established that relational employee empowerment significantly influences job performance and that job characteristics significantly affect the relationship between relational empowerment and job performance. However, the study was conducted in national polytechnics in Kenya as opposed to the study will be conducted in Energy sector in Kenya. Nzuve and Bakari (2019) focused on the relationship between empowerment and performance in the city council of Nairobi. The study found that there was a very strong positive correlation between employee empowerment and performance. However, the study was conducted in the city council of Nairobi which is service based organization as opposed to the current study which will be conducted in Energy sector state corporations which are product-based organization. The studies reviewed focused on different organizations thus creating a gap in the energy sector. Therefore, the current study sought to fill the gap by exclusively focusing on the effect of relational empowerment on employee performance among state corporations in the energy sector in Kenya.

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1.3 Objectives of the study

1.3.1 General Objective

To assess the effect of relational empowerment and employee performance in State Corporations in the energy sector in Kenya.

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1.3.2 Specific Objectives

i. To determine the effect of delegation on employee performance in State Corporation in the energy sector in Kenya
ii. To assess the effect of teamwork on employee performance in State Corporation in the energy sector in Kenya
iii. To establish the effect of training and development on employee performance in State Corporation in the energy sector in Kenya
iv. To assess the effect of participative management on employee performance in State Corporation in the energy sector in Kenya

1.4 Research Questions

i. What is the effect of delegation on employee performance in State Corporation in the energy sector in Kenya?
ii. What is the effect of teamwork on employee performance in State Corporation in the energy sector in Kenya?
iii. What is the effect of training and development on employee performance in State Corporation in the energy sector in Kenya?
iv. What is the effect of participative management on employee performance in State Corporation in the energy sector in Kenya?

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1.5 Scope of the Study

The focus of the study was on the effect of relational empowerment and employee performance in State Corporations in the energy sector in Kenya. The independent variables of the study were delegation of duties, teamwork, continuous improvement and involvement in decision making. The dependent variable of the study was employee performance. The study adopted a descriptive research design, the unit of analysis was five (5) companies operating in the energy sector which includes (Kenya Electricity Generating Company Limited, Geothermal Development Company, Kenya Electrical Transmission Company Limited, Energy and Petroleum Regulatory Authority and Kenya Power Company). From a target population of 204 employees,

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the study used Taro Yamane formula to determine the sample size of 135 employees. The study was conducted in a period of twelve (12) months from October 2023-October 2024 with an estimated budget of Kshs. 91, 000.

1.6 Justification of the Study

Employee performance is a critical determinant of organizational success. State corporations in the energy sector play a pivotal role in Kenya's economy, contributing significantly to the country's development agenda. Therefore, understanding the factors influencing employee performance within these corporations is vital for enhancing their effectiveness and overall contribution to national development. Empowerment has been recognized as a key driver of employee motivation, engagement, and performance. However, empirical research specifically focusing on relational empowerment—how employees perceive and experience empowerment within their interpersonal relationships in the workplace—is limited, especially within the context of state corporations in Kenya's energy sector. Exploring the relationship between relational empowerment and employee performance can provide valuable insights into enhancing workforce effectiveness in these organizations.

Despite the growing body of literature on employee empowerment and performance, there is a dearth of studies examining relational empowerment and its impact on employee performance in the specific context of state corporations in Kenya's energy sector. By filling this gap, the study aimed to contribute to the existing knowledge base and provide practical implications for organizational leaders and policymakers in the energy sector.

Findings from this study can inform the development of policies and strategies aimed at fostering a supportive and empowering work environment within state corporations in the energy sector. By understanding the factors that influence relational empowerment and its subsequent effects on employee performance, policymakers can implement targeted interventions to improve organizational outcomes and ultimately contribute to the country's socio-economic development goals. Ultimately, conducting this study held the potential to catalyze positive change within state corporations in

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Kenya's energy sector by promoting employee empowerment and enhancing performance. By identifying strategies to strengthen relational empowerment practices, such as delegation of duties, teamwork, training and development and participative management organizations can cultivate a culture of trust, collaboration, and innovation, leading to improved employee satisfaction, productivity, and organizational effectiveness.

1.7 Significance of the study

The findings of this study is of immense benefit to the following:

1.7.1 Government and Regulatory Bodies

Understanding the relationship between relational empowerment and employee performance can aid government bodies and regulatory authorities in formulating policies and guidelines to enhance organizational effectiveness within state corporations in the energy sector. By identifying effective empowerment strategies, regulators can promote better governance and accountability within these organizations.

1.7.2 State Corporations

For state corporations in the energy sector, this study provides valuable insights into how relational empowerment practices impact employee performance. By implementing effective empowerment strategies, these corporations can improve employee engagement, motivation, and productivity, leading to better service delivery, increased efficiency, and ultimately, greater achievement of organizational objectives.

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1.7.3 Employees

Employees working within state corporations in the energy sector stand to benefit from this study as it highlights the importance of relational empowerment in enhancing their performance and job satisfaction. Understanding how empowerment practices can positively influence their work environment can lead to increased morale, job engagement, and career development opportunities.

1.7.4 Investors and Stakeholders

Investors and other stakeholders in the energy sector are interested in the performance and sustainability of state corporations. By understanding the relationship between relational empowerment and employee performance, investors can assess the potential for long-term growth and stability within these organizations. Positive findings from the study may attract investment and support for initiatives aimed at improving organizational effectiveness.

1.7.5 Academic Community

Scholars in the fields of organizational behavior, human resource management, and energy sector studies can benefit from the insights provided by this study. It serves as a basis for further research and contribute to the existing body of knowledge on empowerment practices, employee performance, and organizational dynamics within state corporations, thus enriching academic discourse and theory development.

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1.8 Limitation of the Study

Some of the employees were reluctant to provide information fearing victimization. The researcher had to convince them that the information that the gathered from them was used for academic purpose only. The study also encountered un-cooperation from some respondents who felt unsafe to disclose their business information thinking that the data collected might be used against them. However the researcher presented an authorization latter from the graduate school and a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) detailing the research as that of an academic in nature.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The Chapter focuses on theoretical review, and empirical review on study variables. The study then provides a conceptual framework which discusses the relationship between study variables.

2.2 Theoretical Review

The study was anchored on relational exchange theory, principal agent theory and adult learning theory (andragogy).

2.2.1 Relational Exchange Theory

Relational exchange theory was formulated by Richard M. Emerson in the 1960s. Relational exchange theory centers on understanding and explaining the dynamics of long-term relationships between parties engaged in exchange activities, such as business transactions or partnerships (Emerson, 1962). Developed to shed light on the factors that contribute to successful and sustained relationships, this theory emphasizes the role of trust, mutual cooperation, and interdependence in shaping the outcomes of these exchanges, (Dwyer et al.,2004). The primary focus of Relational exchange theory is to explain how individuals or organizations engage in exchanges characterized by mutual dependence and ongoing interaction. Unlike transactional exchanges, which are short-term and driven solely by economic considerations, relational exchanges emphasize long-term collaboration and the importance of trust, commitment, and reciprocity (Blau, 2014).

According to Granovetter (2013), the theory seeks to understand how parties build and maintain relationships that go beyond immediate gains. The key strengths of Relational exchange theory lie in its ability to explain the complexities of ongoing exchange relationships. By emphasizing trust and cooperation, the theory provides a

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holistic perspective on how parties engage in interdependent activities over time. It helps elucidate how relationships develop, evolve, and adapt to changing circumstances, (Cook et al.,). Additionally, this theory offers insights into the benefits of sustained relationships, such as reduced transaction costs, increased information sharing, and improved problem-solving capabilities.

However, Relational exchange theory has certain limitations. It may not fully account for situations where power dynamics or external factors disproportionately affect the balance of the relationship (Mohr & Nevin, 2015). Additionally, the theory may not address situations where the exchange parties have vastly different goals or divergent interests that hinder the development of a mutually beneficial relationship (Ganesan, 2017). The theory's emphasis on long-term interactions might not fully capture the nuances of short-term, transactional exchanges.

Relational exchange theory was relevant to the current study as it focuses on the idea that interpersonal relationships within organizations are characterized by a series of social exchanges. These exchanges involve mutual investments, trust-building, and reciprocity, which are all central elements of effective teamwork. Teamwork relies on positive social exchanges, collaboration, and trust among team members. Therefore, assessing the effect of teamwork on employee performance is consistent with the principles of relational exchange theory, which posits that positive social exchanges enhance organizational relationships and, subsequently, individual and collective performance. This was the main theory of the study and helps in understanding how relational empowerment influences employee performance.

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2.2.2 Principal Agent Theory

The theory was developed in the 1970s by Michael Jensen of Harvard Business. The theory posits that conflicts of interest may arise due to differing goals and information asymmetry between principals and agents. Agents may not always act in the best interests of the principals, leading to what Jensen termed as the "agency problem." To address this, the theory suggests designing incentive structures and monitoring

mechanisms to align the interests of both parties and ensure that agents act in the best interest of the principals (Thaler, 2015).

While the principal-agent theory provides valuable insights into organizational dynamics, it has faced criticism on several fronts. One major critique is the assumption of rational behavior by both principals and agents. Critics argue that in real-world scenarios, individuals may not always act rationally, and behavioral factors can significantly influence decision-making. Additionally, the theory's reliance on financial incentives and monitoring mechanisms may oversimplify the complex nature of human motivation, overlooking the importance of intrinsic motivations and job satisfaction (Christensen & Laegreid, 2016).

Principal-Agent Theory (PAT) is highly relevant in analyzing how delegation of duties impacts employee performance within state corporations in Kenya's energy sector. This framework highlights the inherent misalignment of incentives between principals (such as the government or stakeholders) and agents (employees), potentially leading to actions that prioritize personal gain over organizational objectives. Delegation introduces autonomy for agents, but also necessitates effective monitoring and control mechanisms to prevent shirking or opportunistic behavior, which can incur agency costs. Designing performance incentives aligned with the organization's goals is crucial, but must be balanced with addressing information asymmetry, where agents may possess more information than principals, leading to adverse selection and moral hazard problems. Ensuring accountability and transparency in delegation practices is essential for maintaining public trust and confidence in state corporations' operations, particularly in the energy sector where efficiency and reliability are paramount.

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2.2.3 Adult Learning Theory (Andragogy)

Knowles (1980) introduced the concept of Andragogy, which focuses on the unique characteristics and needs of adult learners. This theory emphasizes self-directed learning, drawing on the learners' life experiences and readiness to learn. Unlike pedagogy, which is centered on teaching children, Andragogy proposes that adults learn best when they are involved in the planning and evaluation of their learning process. According to Jarvis (2012), Andragogy asserts that adults are more motivated

to learn when they see the relevance of learning to their own lives. Additionally, Merriam and Bierema (2013) argue that Andragogy emphasizes the importance of creating a supportive learning environment where adults feel respected and valued as learners.

One significant strength of Andragogy lies in its acknowledgment of adults as active agents in their learning journey, as highlighted by Mezirow (2011). By recognizing adults' autonomy and self-direction, Andragogy fosters a learning environment where individuals take responsibility for their educational pursuits. This empowerment can lead to heightened engagement and intrinsic motivation, as posited by Houle (2014), who emphasized the importance of adults' active involvement in determining their learning objectives. Moreover, by leveraging adults' wealth of experiences and knowledge, Andragogy capitalizes on the rich tapestry of life experiences that learners bring to the educational setting (Brookfield, 2015). This approach not only enhances the relevance of the learning materials but also facilitates deeper comprehension and long-term retention of knowledge. Thus, Andragogy's emphasis on self-directed learning and experiential engagement contributes to a more holistic and effective learning experience for adult learners.

However, Andragogy faces critiques regarding its applicability in diverse learning contexts and its potential to overlook the importance of social interactions in learning processes. Contrary to the individualistic focus of Andragogy, social constructivist perspectives, such as those articulated by Illeris (2012) emphasize the role of social interactions and collaborative learning in knowledge construction. These scholars argue that learning is inherently social and that interactions with peers and instructors play a pivotal role in shaping individuals' understanding and interpretation of information. Furthermore, critics like Dweck (2012) caution against overemphasizing self-directed learning, noting that some learners may benefit from structured guidance and support, particularly when navigating complex or unfamiliar subject matter. Thus, while Andragogy's emphasis on autonomy and experiential learning is valuable, it must be complemented by a recognition of the social and contextual factors that influence adult learning processes.

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In the context of state corporations in Kenya's energy sector, applying Andragogy principles means designing training and development programs that address specific industry challenges, such as energy efficiency, renewable energy technologies, and safety protocols. By integrating practical, problem-solving approaches and offering a mix of learning formats, including online courses, workshops, and on-the-job training, organizations can meet the diverse learning needs of employees. This approach not only enhances individual performance but also fosters a culture of continuous learning and innovation within the organization. Ultimately, by embracing Andragogy's insights, state corporations in Kenya's energy sector can maximize the impact of their training and development efforts, ensuring that employees are equipped with the skills, knowledge, and motivation needed to drive organizational success in a rapidly evolving industry landscape.

2.3 Empirical Review

An empirical literature review is a comprehensive examination and synthesis of existing research studies and empirical evidence related to a specific topic or research question. In this section, the study provides a summary of the current state of knowledge, identify gaps or inconsistencies in the literature, and offer insights for future research in relation to the current study.

2.3.1 Delegation of Duties and Employee Performance

Wabomba et al.(2022) conducted a study on the influence of employee delegation on the performance in commercial banks in Nairobi County, Kenya. The descriptive survey research design was used in this investigation. The commercial banks in Kenya were the study's target population, and three banks were involved that included Kenya Commercial bank, Cooperative Bank and Barclays bank in Nairobi City County. The respondents were employees from these selected banks who were 569 in total number. To ensure that all instances are represented, a stratified sampling method was employed to sample respondents as per their departments. The respondents were chosen using a simple random selection procedure. A total of 235 respondents were sampled. For the objective of gathering primary data, questionnaires were employed.

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The questionnaires were piloted to 14 respondents. The validity and reliability of the questionnaires were tested by conducting a pilot study. Analysis of data in quantitative form was done using descriptive analysis. In addition, inferential analysis constituting of analysis of multiple regressions was done to assess how one variable influences the other. The study established that employee delegation had a positive and significant influence on employee performance in commercial banks in Nairobi County, Kenya.

Karimi (2019) did a study on the impact of delegation on employees' performance in organizations: case study Kenya power and lighting company, Kenya. The researcher employed instruments like closed and open questionnaires and interviews for primary data and extensive library research for secondary data which were all analyzed using Microsoft word, presented in tables and bar graphs. The study found out that delegation has an effect on employee performance, and delegation was a morale booster to performing well. The study further found out that delegation stimulates innovation and risk taking by letting individuals control resources and engage in experimentation without having to obtain approval from the higher authorities. It also improves workers' ability to perform different tasks efficiently and effectively with the use of minimum resources.

Al-Jammal (2019) focused on the impact of the delegation of authority on employees' performance at great Irbid municipality, Syria. The sample of the study represented by employees in which they are embedded in central and executive management through a random sampling reached (200) employees from total (1500). The results of the study show that there is a statically significant for delegation of authority on efficiency, effectiveness and empowerment of employees' performance at great Irbid municipality.

Wabomba et al.(2022) did a study on the influence of employee delegation on the performance in commercial banks in Nairobi County, Kenya. The study adopted a descriptive research design. The study established that employee delegation had a positive and significant influence on employee performance in commercial banks in Nairobi County, Kenya. The study concluded that delegation enables managers to

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focus on more important tasks or tasks for which they are better suited and encourages managers to learn how to trust their subordinates and once subordinates successfully complete a task, they have more trust in the future in their capabilities.

2.3.2 Teamwork and Employee Performance

Nada and Kolluru (2020) did a study on the influence of team work on performance of employees among Oman oil refineries and petroleum Industries Company. The primary data was collected by simple random sampling by the questionnaire method. The sample size was 35. The received data was analyzed using descriptive analysis via google forms and Microsoft Excel. The investigation revealed that the number of men is higher as compared to female employees. The results show that there's a positive and negative link between teamwork and employee performance.

Phina et al.(2021) focused on the effect of teamwork on employee performance among medium scale industries in Anambra State, Nigeria. The study adopted descriptive survey design. The population of the study comprised the senior staff of medium scale enterprises (MSEs) in Anambra State. A total of 2059 employees of this category are identified across the organizations selected for the study. The study adopted the Borg and Gall formula to get a sample size of 295 senior staff. The study concluded that teamwork has a positive and significant impact on employee performance, and this brings benefits in terms of higher productivity, better organizational performance, competitive advantages and increased product quality and quantity. When an employee is in a team, his or her performance is automatically improved and invariably, job satisfaction is also enhanced.

Bokaii (2023) did a study on the impact of teamwork on the performance of the employees in the non-governmental sector. The survey was distributed to over 300 respondents to collect data, and only 250 respondents answered the questionnaires. The data was analyzed using the SPSS statistical tool to generate the results. The study found out that the greatest teamwork incompatibility between top managers and executors is in terms of internal communication, which increases the incompatibility of goals, professional competences and values, as well as motivation. Our research

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showed that the compatibility of teamwork in industrial enterprises can be improved when top managers set a positive example, provide support to executors, regularly inform them of teamwork compatibility issues, and promote and maximize the involvement of all team members in improving compatibility.

2.3.4 Training and Development and Employee Performance

Giday and Elantheraiyan (2023) conducted a study on the effect of training on employee performance in the case of Mekelle City, Tigray, Ethiopia. The study adopted descriptive research design. The target population was government secondary school teachers and educational institution leaders in Mekelle City. In the study area, about 237 teachers and 42 education institution leaders, a total of 279 employees, are estimated. Close-ended structured questionnaires were used as data collection tools. The results indicates that training needs assessment and training resource availability have a significant effect on employee performance. However, employees' perception of training is not the major determinant of employee levels of performance.

Yimam (2022) conducted a study on the impact of training on employee's performance of Bahir Dar University, Ethiopia. The study adopted cross-sectional survey was to collect data from a sample population of administrative employees of Bahir Dar University, Ethiopia who took training in 2019 chosen by simple random sampling. 316 questionnaires were distributed and collected for the study. Data were analyzed using both descriptive and inferential statistics. The findings show that training design, training needs assessment, training delivery style and training evaluation have significant positive effects on employees' performance.

Sharma and Patel (2022) focused on the impact of technical training on employee performance in Indian Information Technology (IT) Companies. Employing a quantitative research design, they surveyed 300 employees working in IT firms located in major Indian cities such as Bangalore, Hyderabad, and Pune. The participants were selected using convenient sampling techniques. Data on employee performance was collected through performance evaluations conducted by project managers and team leads. Statistical analysis, including regression analysis and t-

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tests, revealed a significant positive relationship between technical training participation and employee performance. The findings underscored the importance of continuous technical training initiatives in enhancing employee productivity and job competence within the Indian IT sector.

Ndlovu and Khumalo (2020) assessed the impact of soft skills training on employee performance in South African service industries. Using a mixed-methods approach, they surveyed 250 employees working in various service sectors, including hospitality, retail, and customer service. The sample was selected using stratified random sampling techniques to ensure representation from different regions of South Africa. Quantitative data on employee performance were collected through self-assessment surveys and supervisor ratings, while qualitative insights were gathered through focus group discussions. Analysis revealed a significant improvement in employee performance, particularly in areas such as communication, teamwork, and customer service, following participation in soft skills training programs.

Gitonga and Njoroge (2021) did a study on the impact of leadership training on employee performance in Kenyan Organizations. Adopting a quasi-experimental research design, they recruited 300 employees from various industries in Kenya. The participants were divided into experimental and control groups, with the experimental group receiving leadership training sessions over six months. Data on employee performance metrics were collected through supervisor ratings and self-assessment surveys. Analysis using multivariate regression techniques showed that a significant improvement in employee performance among those who underwent leadership training compared to the control group. The findings suggest that targeted training programs focusing on leadership skills can positively influence employee performance in Kenyan organizations.

Omondi and Waweru (2019) conducted a study on the effectiveness of technical skills training on employee performance in Kenyan manufacturing firms. Employing a mixed-methods approach, they conducted surveys and interviews with 200 employees across multiple manufacturing companies in Kenya. The sample was selected using

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stratified random sampling techniques to ensure representation from various sectors of the manufacturing industry. Quantitative data on employee performance were collected through performance appraisals and productivity metrics, while qualitative insights were obtained through semi-structured interviews with managers and employees. Analysis indicated a positive correlation between participation in technical skills training.

2.3.5 Participative Management and Employee Performance

Sahal and Bett (2022) did a study on the influence of employee involvement in decision making on performance of Kenyan parliamentary service commission. A description of survey research design was used. The target population included eight hundred and five (805) respondents. Simple random sampling was used to select 81 respondents. Questionnaires were used to collect primary data. The study findings revealed that employee involvement in decision making has a positive and significant impact on the performance of the Kenyan Parliamentary Service Commission. The study concluded that employee involvement in decision making helps to reduce risk within the firm, improves governance, and brings people together to pool expertise, experience, and knowledge.

Ruwa (2019) did a study on the influence of stakeholder participation in decision making on the performance of donor funded projects. A case of Kinango integrated food security and livelihood project (KIFSLP), Kwale County, Kenya. Data was collected using key informant interviews and questionnaires. A total sample size of 70 was used in the study. Descriptive design was used to analyze data. The study found that stakeholder participation in decision making, and project performance were positively correlated. While participation in initiation, implementation and monitoring and evaluation were positively correlated to project performance, participation in planning and project performance were negatively correlated.

Njogu (2018) did a study on the influence of employee involvement in decision making on project performance among NEMA automobile emission control project in Nairobi County, Kenya. The study population was 181 respondents who were

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managers, project managers, operation managers, supervisor and quality control officers. Stratified samplings were adopted to select a sample size of 125 respondents. The study used both primary and secondary data. The results showedthat employee involvement in decision making has a positive and significant influence in Automobile Emission control project performance. The results led to conclusion that employee involvement in decision making influence performance of Automobile emission control project. This study concluded that employee involvement in Automobile emission control project implementation influence project performance.

Olwande (2021) did a study on the effects of employee engagement and performance of the antiretroviral therapy supply chain project by National Aids and Sexually Transmitted infections control program in health facilities, Kenya. A population of 541 pharmacists and pharmaceutical technologists across Kenya was targeted, out of which 229 were sampled using proportional sampling. Results showed that employee capacity building, human resource management, monitoring and evaluation, and communication management all had a positive and significant effect on project performance. It also implied that engaging the employees by building their capacity to manage inventory, staffing, enhancing their use of appropriate monitoring and evaluation tools and systems and managing their communication, positively affects the overall performance of the drug supply chain in the health facility.

Musyoka et al. (2019) did a study on the effect of employee participation in planning on performance of Kenyan alcohol manufacturing firms. The study adopted the descriptive cross-sectional research design. The target population was 608 employees (senior management, middle management, and lower management) working in various employment cadres. The stratified random sampling design was used to sample 241 respondents from various departments. Data was collected through questionnaires and analyzed descriptively and inferentially. The study found that employee participation had a significant effect on organizational performance in selected alcohol manufacturing entities ($t=-6.958$, $p<0.05$).

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2.3.6 Employee Performance

Smith (2023) conducted a longitudinal study on the impact of relational empowerment on employee performance. The study tracked 500 employees from various departments within a large corporation over a span of two years. Surveys were distributed every six months to gauge employees' perceptions of relational empowerment, encompassing aspects such as trust, communication, and decision-making autonomy. Concurrently, organizational records were used to collect performance metrics including productivity, job satisfaction, and turnover rates. The findings showed a notable positive correlation between relational empowerment and employee performance throughout the study period. Employees who reported feeling more empowered consistently exhibited higher levels of productivity, greater job satisfaction, and lower turnover rates compared to those with lower perceived empowerment.

Garcia (2022) conducted a study in effect of relational empowerment on employee performance. Relational empowerment interventions were implemented in two departments of a medium-sized company, with two other departments serving as control groups. These interventions encompassed activities such as leadership training, team-building exercises, and the introduction of participative decision-making processes. Surveys were administered before and after the intervention period to assess changes in employees' perceptions of empowerment, while performance metrics were gathered from organizational records. The results indicated significant improvements in both employees' perceptions of empowerment and performance metrics within the departments receiving the interventions, compared to control groups. Employees reported heightened levels of trust, communication, and job satisfaction, leading to increased productivity and collaboration.

Wang (2022) conducted a cross-cultural perspective on relational empowerment and employee performance. The study involved surveys of employees from five different countries to explore variations in perceptions of relational empowerment and its impact on performance. Surveys assessed employees' perceptions of empowerment, while performance metrics were obtained from organizational records. Additionally,

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cultural dimensions such as individualism-collectivism and power distance were examined. The findings revealed cultural differences in the significance of relational empowerment, with the relationship between empowerment and performance generally positive across all cultures. However, the strength of this relationship varied; in collectivist cultures, relational empowerment was particularly crucial for fostering collaboration and innovation, resulting in enhanced performance outcomes compared to individualistic cultures.

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2.4 Summary of Research Gaps

From the empirical literature review, the current study highlighted a few research gaps as shown in the table below.

Table 1:

Summary of Research Gaps

Author	Title of Study	Major Findings	Research Gap	How the Gap Would be Addressed
Wabomba et al. (2022)	Influence of employee delegation on the performance in commercial banks in Nairobi County, Kenya	The study established that employee delegation had a positive and significant influence on employee performance in commercial banks in Nairobi County, Kenya.	The study was conducted in a banking set-up which are private organization therefore the findings might not reflect the situation in public situation	The study was conducted in the energy sector which are public institutions
Al-Jammal (2019)	Impact of the delegation of authority on employees' performance at great Irbid municipality, Syria	There is a statically significant for delegation of authority on efficiency, effectiveness and empowerment of employees' performance at great Irbid municipality.	The study was conducted in Syria in the Great Irbid Municipality therefore the findings might not be applicable in Kenya context	The current study was conducted in energy sector in Kenya
Phina et al. (2021)	Effect of teamwork on employee performance among medium scale industries in Anambra State, Nigeria	The study concluded that team work has positive and significant impact on employee performance	The study was conducted among medium scale industries therefore left out companies and institutions	The current study was conducted among companies in the energy sector.
Berhanu (2019)	Effect of training and	The findings also indicated that	The study adopted both	The current study only

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	development on employees' performance of African Union Commission.	employees training positively and significantly correlate and influence employees work effectiveness,	primary and secondary data	used primary data which will be collected using questionnaires
Karimi (2019)	The impact of delegation on employee's performance in organizations case study Kenya power and lighting company, Kenya	The study found out that delegation has an effect on employee performance, and delegation was a morale booster to performing well	The study used both open questionnaires and interviews	The current study was only use questionnaire
Nada and Kolluru (2020)	Influence of team work on performance of employees among Oman oil refineries and petroleum Industries Company	The results show that there's a positive and negative link between teamwork and employee performance.	Since the study was conducted in a developed country therefore the findings might not be applicable in developing country	The study was conducted in Kenya which is a developing country
Bokaii (2023)	Impact of teamwork on the performance of the employees in the non-governmental sector	The study found out the greatest teamwork incompatibility between top managers and executors is in terms of internal communication, which increases the incompatibility of goals	The study was conducted in non-governmental sector only	The study was conducted among government institutions
Sahal and Bett (2022)	Influence of employee involvement in decision making on performance of Kenyan parliamentary service commission	The study findings revealed that employee involvement in decision making has a positive and significant impact on the performance of the Kenyan Parliamentary Service Commission	The dependent variable of the study was organization performance	The dependent variable of the current study was employees' performance

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Njogu (2018)	Influence of employee involvement in decision making on project performance among NEMA automobile emission control project in Nairobi County, Kenya.	This study concluded that employee involvement in Automobile emission control project implementation influence project performance.	The study used both primary and secondary data	The study only relied primary data
Musyoka et al. (2019)	Effect of employee participation in planning on performance of Kenyan alcohol manufacturing firms	The study found that employee participation had a significant effect on organizational performance in selected alcohol manufacturing entities	The study was conducted in a manufacturing company	The was conducted in a service related company

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2.5 Conceptual Framework

A conceptual framework is a fundamental component of research that provides a structured and systematic way to organize, define, and guide the exploration of a research problem or question. It serves as a foundation that outlines the key concepts, relationships, variables, and assumptions underlying a study (Miles & Huberman 2012). A well-constructed conceptual framework helps researchers develop a clear understanding of their research topic, enabling them to conduct a more focused and coherent investigation. It acts as a roadmap, guiding the research design, data collection, analysis, and interpretation stages (Trochim, 2017). The independent variables will be aligned on the left side (delegation of duties, teamwork, continuous improvement and involvement in decision making) while the dependent variable will be aligned on the right side (employee performance).

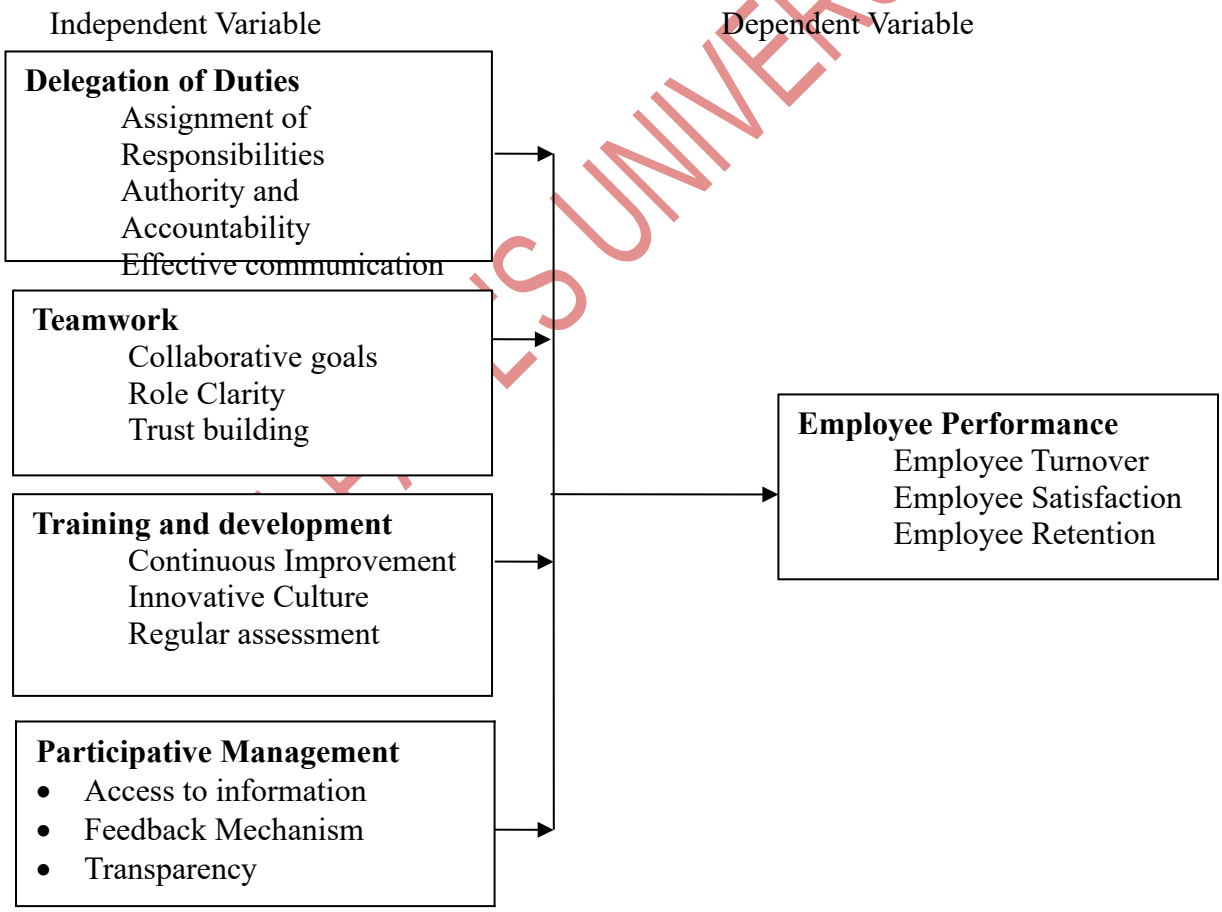


Figure 1:

Conceptual Framework

Source: Author (2024)

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This Chapter presents the research methodology that was used in the study. It entails the research design, the target population and sample size, the procedure followed in the collection, synthesis, and analysis of data, including details of where, when and how it was collected.

3.2 Research Design

The study adopted the descriptive research design. Descriptive studies are not only useful in determining the descriptive but also in determining the relationships between variables during the study. Neuman (2018) observed that the main features for this technique are that the analyst has no influence over the factors; he can just report what has occurred or what's going on. It can include accumulation of quantitative data that can be arranged along a continuum in numerical structure, for example, scores on a test. It endeavors to reveal the connections between the explanations behind something and its chain impacts. It attempts to distinguish a kind of conduct happening in a present market condition.

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3.3 Population of the Study

Target population is a group of individuals, objects or items from which samples are taken for measurement (Bazeley & Jackson, 2019). In other words, it is the population to which the study finding is generalized. The unit of analysis was five (5) state corporates operating in the energy sector. The unit of observation was top management employees, middle management employees and lower-level management employees from the corporation’s headquarters as indicated in table 3

Top management employees provide insights into organizational strategies, policies, and decision-making processes that shape empowerment initiatives. Middle management employees are often responsible for implementing these strategies and

facilitating teamwork, delegation, and training programs at the operational level. Lower-level management employees are directly affected by empowerment practices and can offer valuable feedback on their effectiveness in improving performance. By targeting top, middle, and lower-level management employees, the study can achieve a holistic understanding of relational empowerment's effects on employee performance. This approach allows for a comprehensive analysis of delegation, teamwork, training and development, and participative management practices across the organizational hierarchy, shedding light on their interconnectedness and overall influence on organizational effectiveness within the energy sector in Kenya.

Table 2: Target Population

Corporation	Top level Management Employees	Middle level management employees	Lower-level management employees	Total
Kenya Electricity Generating Company Limited	5	11	31	47
Geothermal Development Company	4	9	25	38
Kenya Electrical Transmission Company Limited	5	10	22	37
Energy and Petroleum Regulatory Authority	6	13	23	42
Kenya Power Company	5	11	24	40
Total	25	54	125	204

Source: Human Resource Department of Individual State Corporation (2024)

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3.5 Sample Design and Procedure

According to Merriam and Tisdell (2019), sampling is the process by which a relatively small number of individual, subjects or events is selected and analyzed in order to find out something about the entire population from which it will be selected. The study used Taro Yamane formula to determine the sample size of 135 employees as follows.

$$n = \frac{N}{1 + N(e)^2}$$

Where:
n is the sample size
N is the population size, N = 204
e is the level of precision, e = 0.05
Thus

$$n = \frac{204}{1+204\ (0.05^2)}$$

$$n = \frac{204}{1+0.51}$$

n = 135

Therefore, the Sample Size was 135 employees
Table 3 below shows the sample size per corporation

Table 3: Sample Size

Corporation	Target Population	Sample Size
Kenya Electricity Generating Company Limited	47	31
Geothermal Development Company	38	25
Kenya Electrical Transmission Company Limited	37	25
Energy and Petroleum Regulatory Authority	42	28
Kenya Power Company	40	26
Total	204	135

3.6 Sampling Technique

Sampling techniques refer to the methods used to select a subset of individuals or items from a larger population for the purpose of research or data collection. The study, randomly selected employees from each of the targeted companies. Random sampling ensured that each member of the population has an equal chance of being selected for the sample. This helped to create a sample that is more likely to be representative of the entire population, reducing the risk of sampling bias (Yin, 2018).

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3.7 Data Collection Instruments

The study used structured questionnaires to collect primary data desirable for the study. The structured questions were structured on a five-point Likert scale. (Miles et al.2020). The questionnaire was preferred because they are efficient and easy to administer. The questionnaire was organized in five parts as per the objectives. Questionnaires were relevant to the study because they are easy to administer, appropriate in collecting data from a large sample; confidentiality is upheld, saves on time and has no opportunity for interview bias. They are appropriate for collecting data because within a limited time, the researcher can reach a large sample and confidentiality of information provided by the respondents is guaranteed. Confidentiality of information provided is vital so as to dispel any fear that such information can be used against them for selfish or bad reasons.

3.7.1 Reliability Test

Reliability is the consistency of measurement, or the extent to which an instrument measures the equally all-time when in use under similar environments. Reliability of the research instrument was ensured trough a pilot study in Nuclear Power and Energy Agency where 14 questionnaires were distributed to the employees. The piloted respondents were not included in the final study. The respondents for pilot testing constituted 10% of the study population (Bryman, 2020). The questionnaire's reliability was statistically measured by the internal consistency. Internal consistency was measured by use of Cronbach's Alpha. The alpha value should range between 0 and 1 with reliability increasing consistently with increase in value (Bryman, 2020). A minimum threshold of a Cronbach alpha coefficient of 0.7 will be used for the study.

3.7.2 Validity Test

The validity of the questionnaire is concerned with the data collection instrument being able to measure what is intended to measure and exactly achieves the purposes for which it was designed (Bryman, 2020). Content validity was used in this study. This weighs the extent by which data collected utilizing a specific instrument represents a particular domain or content of a definite idea. To ascertain the validity of

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the research, instrument the researcher sought views of experts in the field of study especially the supervisor.

3.8 Data Collection Procedure

Burns and Grove (2019) defines data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observations, focus group discussion, narratives and case histories. For purposes of this study, the data collection procedure involved seeking authorization from the University to allow the researcher to collect data. A research permit was also obtained from the National Commission for Science, Technology and Innovation. In addition, the researcher sought permission from the companies operating in Energy sector in order to be allowed to collect data from the institutions. The primary data was collected through the use of questionnaires. The questionnaires were presented to the respondents under a questionnaire-forwarding letter accompanied by an introductory from the university. The researcher identified the respondents, introduced himself and requested to drop the questionnaire and collect back answered instruments.

3.9 Data Analysis and Presentation

Data analysis comprises of cutting the acquired information into a manageable size, coming up with summaries, looking for patterns and applying statistical techniques (Edward & Smith, 2016). The collected data was quantitative in nature. Before the process of data entry initiated all the questionnaires were sorted. The researcher went through all the data selected and summarized them. Quantitative data was analyzed by utilization of Statistical Package for Social Sciences (SPSS) version 25. Descriptive and inferential statistics were employed in the study to analyze quantitative data. Descriptive statistics involved the use of frequencies, percentages, mean and standard deviation. Inferential statistic involved the use of correlation analysis to establish the nature of the affiliation amongst variables at a significant level of $P < 0.05$ (Johnson & Christensen, 2021). The data analysis results were presented in form of tables and figures. Further, multiple regression analysis was adopted to analyze the association linking a single dependent variable and several independent variables.

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The general model of this regression analysis was:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Y= Employee Performance

α =constant

$\beta_1 \ldots \ldots \beta_4$ = parameter estimates

X_1 = Delegation of Duties

X_2 = Teamwork

X_3 = Training and development

X_4 = Participative Management

ε = Error term

3.10 Ethical Consideration

Participants were assured of their wellbeing and privacy before the data collectiion process and the drive of the research was communicated to them. The aim of the study was purely academics, and that the information disseminated was not used against them. An informed consent was sought from the respondents who were also informed that they had a choice to withdraw from the study at will before the end of the exercise. The study guaranteed all participants of their privacy, autonomy and confidentiality. The data collected was handled in line with the Data Protection Act and was only used for this study's and disposed soon after the report is written. Approval to conduct the research was given by the University via institution science ethics and research committee (ISERC) and a research permit to gather data was sought from the National Commission for Science, Technology and Innovation (NACOSTI).

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CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter focuses on data analysis, results presentation and discussion of the findings. The general objective of the study was to assess the effect of relational empowerment and employee performance in State Corporations in the energy sector in Kenya.

4.2 Response Rate

Response rate equals the number of people with whom the questionnaires were properly completed divided by the total number of people in the entire sample (Fowler, 2014). The study administered 135 questionnaires for data collection. However, 120 questionnaires were properly filled and returned. This represented 89% overall successful response rates. Respondents were also assured of confidentiality of the information provided.

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Table 4:

Response Rate

Corporation	Sample Size	Response
Kenya Electricity Generating Company Limited	31	30
Geothermal Development Company	25	20
Kenya Electrical Transmission Company Limited	25	22
Energy and Petroleum Regulatory Authority	28	25
Kenya Power Company	26	23
Total	135	120

Source: Research Data (2024)

4.3 Reliability Test Results

A pilot study was conducted in Nuclear Power and Energy Agency where 14 questionnaires were distributed to the employees. Statistical Package for Social

Sciences (SPSS) software was used to analyze the data. The result of the findings were as shown in Table 5.

Table 5:

Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Delegation of Duties	5	.787
Teamwork	6	.819
Training and Development	7	.854
Participative Management	5	.873
Employee Performance	6	.839
Overall Cronbach Alpha		.834

Source: Research Data (2024)

The questionnaires were coded, and Cronbach's Alpha Test was then conducted. All the 5 variables gave Cronbach's Alpha threshold values greater than 0.7 as shown in Table 4.2. From the pilot study, the Cronbach Alpha values were 0.787, 0.819, 0.854, 0.873 and 0.839 for delegation of duties, teamwork, training and development, participative management and employee performance in State Corporation in the energy sector in Kenya, respectively. All the variables had Cronbach values which were greater than 0.7. This implies that the instrument was reliable.

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4.4 Demographic Information

The demographic information presented was on the gender, education qualification, age bracket, length of service and level of the management.

4.4.1 Gender of the Respondents

The respondents were asked to indicate the gender representation of the study subjects. The findings were as presented in Table 6.

Table 6:

Gender Representation of the Study Subjects

Gender	Frequency	Percentage
Male	46	38

Female	74	62
Total	120	100

Source: Research Data (2024)

According to the findings, 46 (38%) of the respondents were male while 74 (62%) were female. Gender is important in both public and private human resource policy because it can ensure equitable access to the job market. Promoting gender diversity within State Corporations fosters a more inclusive and equitable workplace environment. Encouraging the participation of both men and women in various roles across the organization ensures a broader range of perspectives, experiences, and skills.

4.4.2 Respondents' Highest Level of Education

The respondents were asked to indicate their highest level of education. The findings were as shown in Table 7.

Table 7:

Respondents' Highest Level of Education

Level of Education	Frequency	Percentage
Certificate	0	0
Diploma	26	22
Undergraduate Degree	34	28
Master's Degree	44	37
Post graduate Degree	16	13
Total	120	100

Source: Research Data (2024)

From the findings, 26 (22%) of the respondents indicated that they had diploma education, 34(28%) had attained undergraduate degree, 44(37%) had attained masters degree, 13(13%) had attained, postgraduate degree. This implies that the majority of the respondents had attained master's degree and bachelor's degree. The education level of employees directly influences their ability to perform tasks, adapt to changing technologies, and contribute to organizational growth and innovation. In the energy sector, where technological advancements and specialized knowledge are paramount, employees with higher education levels are often better equipped to handle complex challenges, conduct research, and develop innovative solutions.

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4.4.3 Duration of Service in State Corporation in the Energy sector

The respondents were also asked to indicate the duration the respondents had been working with State Corporation in the energy sector in Kenya. The findings were as presented in Table 8.

Table 8:

Duration of Service in State Corporation in the Energy Sector

Duration of Service	Frequency	Percentage
Less than 3 Years	19	15
3-9 Years	33	28
10-15 Years	42	35
More than 15 Years	26	22
Total	120	100

Source: Research Data (2024)

According to the findings, 19 (15%) of the respondents indicated that they had been working with State Corporation in the energy sector for less than 3years, 33(28%) stated that they have been in State Corporation in the energy sector working with State Corporation in the energy sector for 9-19 years, 42(35%) stated 10-15 years while 26(18%) were in age bracket of more than 15-20 years. The duration of service of employees within State Corporations reflects their level of experience, institutional knowledge, and commitment to the organization. Employees with longer tenures often possess valuable insights into the organization's operations, processes, and culture.

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4.4.4 Age of the Respondents

The respondents were asked to indicate their age. The findings were as presented in Table 9.

Table 9:

Age of the Respondents

Age	Frequency	Percentage
Below 25 Years	17	14
25-34 Years	38	32
35-44 Years	28	23
45-54Years	21	18
Over 55 Years	16	13
Total	120	100

Source: Research Data (2024)

According to the findings, 17 (14%) were in age bracket of below 25 years, 38(32%) were in age bracket of 25-34 years, 28(23%) were in age bracket of 35-44 years, 21 (18%) were in age brackets of above 45-54yearss while 16(13%) were in age bracket of over 55 years. This implies that the majority of the respondents were in age bracket of 25-34 years and 35-44 years. Embracing age diversity within State Corporations promotes intergenerational collaboration and knowledge sharing. Employees of different age groups bring unique perspectives, skills, and experiences to the workplace. Younger employees may offer fresh ideas, technological savvy, and enthusiasm, while older employees may provide wisdom, leadership, and institutional knowledge. By fostering an inclusive environment that values and respects individuals of all ages, organizations can harness the collective strengths of their workforce, drive innovation, and adapt to changing market dynamics.

4.4.5 Level of Management

The respondents were asked to indicate their management level the findings were as indicated in Table 10.

Table 10:

Level of Management

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Age	Frequency	Percentage
Top Level Management	25	21
Middle Level Management	41	34
Lower-Level Management	54	45
Total	120	100

Source: Research Data (2024)

From the findings, it was clear that 25(21%) of the employees were in top level management, 41(34%) were in Middle level management while 54(45%) were in lowr level management. The composition of management levels within State Corporations influences decision-making, communication, and organizational culture. Effective leadership at all levels is essential for setting strategic direction, aligning objectives, and driving performance. Ensuring diversity and inclusivity in management positions can enhance creativity, resilience, and employee engagement.

4.5 Descriptive Statistics

The study requested respondents to give opinions in regard to which delegation of duties, teamwork, training and development and participative management on employee performance in State Corporation in the energy sector in Kenya. The interpretation of the findings was made based on the mean and standard deviation. The value of the mean indicated the level of agreement. The value of the mean ranged between 1-5, with 1 being the least mean and 5 being the highest mean. Standard deviation is a measure of the dispersion of a set of data from its mean.

4.5.1 Delegation of Duties

The respondents were asked to indicate their level of agreement to the extent to which delegation of duties on employee performance in State Corporation in the energy sector in Kenya. The findings were as presented in Table 11.

Table 11:

Delegation of Duties

Statement	SA %	A %	N %	D %	SD %	Mean	Std. Deviation

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Assigning responsibilities helps employees to understand their roles which enhance performance	17.5	63.3	6.7	12.5	0.0	3.86	.853
The company delegates specific tasks based on employees' skills and expertise, hence improving employee performance	21.7	35.2	22.5	23.3	0.0	3.5250	1.07658
The company grants authority to employee which instills a sense of empowerment hence better performance	30.0	40.8	18.3	10.8	0.0	3.9000	.95618
The company provides clearly defined lines of accountability to the employees which enhance performance	41.7	30.8	16.7	10.8	0.0	4.0333	1.01197
The company has clear expectations and guidelines which ensure that employees understand their tasks.	35.8	38.8	17.5	10.8	0.0	3.9667	.98675
The company has open communication channels which facilitate regular feedback hence better employee performance	44.2	28.3	16.7	10.8	0.0	4.0583	1.02322
Overall						3.8905	0.9846

Source: Research Data (2024)

From the findings, regarding the statement on assigning whether responsibilities helps employees to understand their roles, which enhances performance, 17.5% of respondents strongly agreeing, 63.3% agreeing, 6.7% being neutral, 12.5% disagreeing, and none strongly disagreeing. The mean score was 3.86 with a standard deviation of 0.853. These findings suggest that most respondents believe that assigning responsibilities enhances role clarity and performance, with a moderate variation in responses. In response to the statement that the company delegates specific tasks based on employees' skills and expertise, hence improving employee performance, 21.7% of respondents strongly agreed, 35.2% agreed, 22.5% were neutral, and 23.3% disagreed, with no one strongly disagreeing. The mean was 3.53 with a standard deviation of 1.07658. This indicates that while the majority agree that skill-based delegation boosts performance, the wide standard deviation shows varied opinions among respondents. Regarding the statement, the company grants authority to employees, which instills a sense of empowerment, hence better performance, 30.0% of respondents strongly agreed, 40.8% agreed, 18.3% were neutral, and 10.8% disagreed. The mean score was 3.90 with a standard deviation of 0.95618. The results highlight a general agreement that granting authority improves performance, with slight variations in responses. The study findings are in tandem with the findings of

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Al-Jammal (2019) who found that granting authority to employees is a strategic approach that instills a sense of empowerment within the workforce. When employees are entrusted with decision-making responsibilities and given the autonomy to execute tasks independently, they feel valued and respected by the organization. This empowerment cultivates a sense of ownership and accountability among employees, motivating them to perform at their best.

On whether the company provides clearly defined lines of accountability to the employees which enhance performance, 41.7% strongly agreed, 30.8% agreed, 16.7% were neutral, and 10.8% disagreed. None of the participants strongly disagreed. The mean was 4.03 with a standard deviation of 1.01197. This suggests that most respondents see accountability as a key factor in enhancing performance, though there is some level of divergence in views. In the case of the company has clear expectations and guidelines which ensure that employees understand their tasks," 35.8% of respondents strongly agreed, 38.8% agreed, 17.5% were neutral, and 10.8% disagreed. The mean score was 3.97 with a standard deviation of 0.98675. This indicates a generally positive perception of clear guidelines, although opinions are somewhat varied.

Finally, the statement on whether the company has open communication channels which facilitate regular feedback, hence better employee performance, saw 44.2% of respondents strongly agreeing, 28.3% agreeing, 16.7% being neutral, and 10.8% disagreeing. The mean was 4.06 with a standard deviation of 1.02322. The high mean suggests strong support for open communication as a driver of performance, with a notable variation in responses. The overall mean for this section was 3.89 with a standard deviation of 0.9846. This suggests a generally positive perception of delegation practices, with moderate consistency across responses. The findings imply that delegation of duties is largely viewed as a significant contributor to employee performance, though the diversity in responses points to different levels of experience or perspectives among respondents. The findings concur with the findings of Wabomba et al.(2022) which indicated that open communication channels play a pivotal role in fostering a culture of transparency, trust, and collaboration within the organization. When employees feel comfortable expressing their thoughts, concerns, and ideas, it creates an environment where feedback can flow freely between

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management and employees. Regular feedback enables employees to receive timely guidance, recognition, and constructive criticism, which helps them understand their strengths, areas for improvement, and expectations.

4.5.2 Teamwork

The respondents were asked to indicate their level of agreement on the extent to which teamwork on employee performance in State Corporation in the energy sector in Kenya. The findings were as presented in Table 12.

Table 12:

Teamwork

Statement	SA %	A %	N %	D %	SD %	Mean	Std. Deviation
Setting collaborative goals ensures that team efforts are aligned with the broader objectives of the organization	36.7	30.8	19.2	10.0	3.3	3.8750	1.11944
Collaborative goals enhances coordination among the team leading to better performance	37.5	30.8	16.7	1.7	0.0	3.8917	1.10610
The company provides clear roles to the team which helps to avoid task duplication hence better employee performance	29.2	32.5	25.0	12.5	1.0	3.7667	1.03496
Providing clarity in roles leads to improved accountability which increases employee performance	42.5	30.8	14.2	11.7	1.0	4.0250	1.05689
Building trust among the team enhances collaboration hence better employee performance	3.5.0	43.3	10.8	2.5	0.0	4.0000	1.01253
High level of encourages team members to take to provide innovative solutions hence better employee performance	33.3	42.5	10.0	10.8	3.3	3.9167	1.08142
Overall						3.9125	1.0685

Source: Research Data (2024)

For the statement, setting collaborative goals ensures that team efforts are aligned with the broader objectives of the organization, 36.7% of respondents strongly agreed, 30.8% agreed, 19.2% were neutral, 10.0% disagreed, and 3.3% strongly disagreed.

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The mean score was 3.88 with a standard deviation of 1.11944. These results indicate that while most respondents view collaborative goals as important, there is a broader range of opinions on their impact. The statement, collaborative goals enhance coordination among the team, leading to better performance, was strongly agreed upon by 37.5%, agreed upon by 30.8%, 16.7% remained neutral, 1.7% disagreed, and none strongly disagreed. The mean score was 3.89 with a standard deviation of 1.10610, indicating a strong consensus on the positive effect of coordination through teamwork, although opinions are somewhat varied. In response to the company provides clear roles to the team which helps to avoid task duplication hence better employee performance, 29.2% of respondents strongly agreed, 32.5% agreed, 25.0% were neutral, 12.5% disagreed, and 1.0% strongly disagreed. The mean was 3.77 with a standard deviation of 1.03496. The study findings agree with the findings of Phina, et al. (2021) which revealed that when a company provides clear roles and responsibilities to its team members, it minimizes the likelihood of task duplication and confusion within the organization. Clear delineation of roles ensures that each team member understands their specific duties, areas of expertise, and accountability. This clarity fosters a more efficient workflow, as employees can focus their time and energy on tasks aligned with their skills and responsibilities. By avoiding task duplication, the organization maximizes productivity, minimizes errors, and optimizes resource allocation.

The findings suggest that clear role definition is generally seen as beneficial, though opinions are more spread out. For the statement, providing clarity in roles leads to improved accountability which increases employee performance, 42.5% of respondents strongly agreed, 30.8% agreed, 14.2% were neutral, 11.7% disagreed, and 1.0% strongly disagreed. The mean score was 4.03 with a standard deviation of 1.05689. This reflects broad agreement that role clarity and accountability are essential for performance, with some variation in responses. Regarding building trust among the team enhances collaboration hence better employee performance, 35.0% strongly agreed, 43.3% agreed, 10.8% were neutral, and 2.5% disagreed, with no one strongly disagreeing. The mean was 4.00 with a standard deviation of 1.01253. The results indicate that trust is widely viewed as crucial for effective collaboration, though there are some differing views.

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Finally, the statement a high level of trust encourages team members to provide innovative solutions, hence better employee performance, saw 33.3% strongly agreeing, 42.5% agreeing, 10.0% being neutral, 10.8% disagreeing, and 3.3% strongly disagreeing. The mean was 3.92 with a standard deviation of 1.08142. This suggests that trust is generally seen as fostering innovation, though responses varied somewhat. The overall mean for this section was 3.91 with a standard deviation of 1.0685. This indicates a strong positive view of teamwork's impact on performance, with a slightly higher variation in responses compared to delegation practices. The findings suggest that while teamwork is valued, there is greater variability in how respondents experience or perceive its effectiveness within their organizations. The study also agrees with the findings of Nada and Kolluru (2020) which noted that a company that encourages high levels of innovation among its team members fosters a culture of creativity, adaptability, and forward-thinking. When employees are empowered to explore new ideas, experiment with novel approaches, and take calculated risks, they become more engaged, motivated, and invested in their work. Encouraging innovation also signals to employees that their contributions are valued and that the company is open to exploring unconventional solutions to challenges.

4.5.3 Training and Development

The respondents were asked to indicate their level of agreement on the extent to which training and development on employee performance, in State Corporation in the energy sector in Kenya. The findings are presented in Table 13.

Table 13:

Training and Development

Statement	SA %	A %	N %	D %	SD %	Mean	Std. Deviation
Training and development programs equip employees with the necessary skills and competencies which enhances performance.	28.3	35.0	12.5	20.8	3.3	3.6417	1.19379
Continuous training and development contribute to succession planning by preparing employees for future leadership roles.	17.5	54.2	16.7	11.7	0.0	3.7750	.87411

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The company fosters an innovative culture which encourages employees to embrace and adapt to technological advancements in the energy sector	18.3	50.0	17.5	14.2	0.0	3.7250	.92548
The company allows employees to determine their learning needs	25.0	38.3	15.0	11.7	10.0	3.5667	1.26181
The company engage employees in deciding their training needs	35.8	34.2	10.8	12.5	6.7	3.8000	1.24076
Individual assessments provide employees with feedback on their performance, enabling them to identify their strengths and areas for improvement	47.5	28.3	14.2	10.0	0.0	4.1333	1.00363
Overall						3.7736	0.5806

Source: Research Data (2024)

The analysis shows that 28.3% of the respondents strongly agreed, 35.0% agreed, 12.5% were neutral, 20.8% disagreed, and 3.3% strongly disagreed that training and development programs equip employees with the necessary skills and competencies, enhancing performance. The mean score of 3.6417 and a standard deviation of 1.19379 suggest moderate agreement, though opinions vary widely. Regarding continuous training and development contributing to succession planning by preparing employees for future leadership roles, 17.5% strongly agreed, 54.2% agreed, 16.7% were neutral, 11.7% disagreed, and none strongly disagreed. The mean was 3.7750, and the standard deviation was 0.87411, indicating a slightly higher consensus on this statement. When asked whether the company fosters an innovative culture that encourages employees to embrace and adapt to technological advancements, 18.3% strongly agreed, 50.0% agreed, 17.5% were neutral, 14.2% disagreed, and none strongly disagreed. The mean score of 3.7250 and a standard deviation of 0.92548 indicate a general agreement with some variations in responses. The study findings are in tandem with the findings of Gitonga, and Njoroge (2021) which showed that by promoting innovation as a core value, the company signals to its employees that it values creativity, forward-thinking, and continuous improvement. This encouragement empowers employees to explore new technologies, experiment with innovative solutions, and adapt to emerging trends in the industry. An innovative culture also cultivates a mindset of curiosity, exploration, and learning, enabling employees to stay abreast of technological developments and anticipate future changes in the energy sector.

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For the statement regarding employees determining their learning needs, 25.0% strongly agreed, 38.3% agreed, 15.0% were neutral, 11.7% disagreed, and 10.0% strongly disagreed. The mean was 3.5667, and the standard deviation was 1.26181, reflecting broader variability in responses. On whether the company engages employees in deciding their training needs, 35.8% strongly agreed, 34.2% agreed, 10.8% were neutral, 12.5% disagreed, and 6.7% strongly disagreed. The mean score was 3.8000 with a standard deviation of 1.24076, showing moderate consensus with some disagreement.

Finally, 47.5% of the respondents strongly agreed, 28.3% agreed, 14.2% were neutral, 10.0% disagreed, and none strongly disagreed that individual assessments provide employees with feedback on their performance, enabling them to identify strengths and areas for improvement. The high mean score of 4.1333 and a standard deviation of 1.00363 suggest strong agreement. The overall mean score of 3.7736 and a standard deviation of 0.5806 indicate that, while there is general agreement on the impact of training and development on employee performance, some divergence in opinion exists. The variability suggests a need for refining training programs to achieve better alignment with employees' needs. The study findings also conquer with the findings of Sharma and Patel, (2022) which revealed that individual assessments play a crucial role in providing employees with valuable feedback on their performance, enabling them to identify their strengths and areas for improvement. When employees receive regular assessments of their performance, they gain insights into their work habits, skills, and behaviors that contribute to their success. This feedback empowers employees to reflect on their performance, set goals for improvement, and take proactive steps to enhance their effectiveness in their roles.

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4.5.4 Participative Management

The study also sought to establish the participative management on employee performance in State Corporation in the energy sector in Kenya. The findings were as indicated Table 14.

Table 14:

Participative Management

Statement	SA %	A %	N %	D %	SD %	Mean	Std. Deviation
Access to information leads to informed decision making which enhances employee performance	39.2	35.8	15.8	9.2	0.0	4.0500	.96013
Access to information empowers employees to take ownership of their decisions hence better employee performance	44.2	35.0	10.8	9.2	1.0	4.1250	.99209
Feedback mechanism enhances employee development leading to higher performance	52.5	25.8	14.2	5.8	1.7	4.2167	1.00573
Regular feedback, both positive and constructive boost employee morale which enhances overall performance	45.8	33.3	10.8	9.2	1.0	4.1417	.99828
Transparent decision-making builds trust among the employees, which enhances performance	44.2	36.7	11.7	5.8	1.7	4.1583	.96141
Transparency reduces uncertainties in decision making which enhances employee performance	34.2	31.7	20.0	10.0	4.2	3.8167	1.13747
Overall						4.0847	1.0091

Source: Research Data (2024)

According to the findings, 39.2% of respondents strongly agreed, 35.8% agreed, 15.8% were neutral, 9.2% disagreed, and none strongly disagreed that access to information leads to informed decision-making, enhancing employee performance. The mean score was 4.0500, with a standard deviation of 0.96013, indicating a consensus. When considering whether access to information empowers employees to take ownership of their decisions, 44.2% strongly agreed, 35.0% agreed, 10.8% were neutral, 9.2% disagreed, and 1.0% strongly disagreed. The mean was 4.1250, with a standard deviation of 0.99209, suggesting general agreement with minor variations. Regarding the feedback mechanism enhancing employee development, 52.5% strongly agreed, 25.8% agreed, 14.2% were neutral, 5.8% disagreed, and 1.7% strongly disagreed. The mean score of 4.2167 and a standard deviation of 1.00573 indicate strong agreement with slight variability. The study findings are in tandem with the findings of Sahal and Bett (2022) that by receiving feedback, employees feel supported in their professional growth and are motivated to continuously improve. Moreover, feedback fosters open communication between employees and managers, leading to increased trust and collaboration. As employees receive guidance and

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support from their managers, they become more engaged, productive, and committed to achieving their goals. Ultimately, a feedback mechanism creates a culture of continuous learning and development, where employees are empowered to reach their full potential and contribute to the organization's success. Concerning the regular feedback boosting employee morale and enhancing overall performance, 45.8% strongly agreed, 33.3% agreed, 10.8% were neutral, 9.2% disagreed, and 1.0% strongly disagreed. The mean score of 4.1417 and a standard deviation of 0.99828 indicate strong consensus.

On whether transparent decision-making builds trust among employees and enhances performance, 44.2% strongly agreed, 36.7% agreed, 11.7% were neutral, 5.8% disagreed, and 1.7% strongly disagreed. The mean was 4.1583, with a standard deviation of 0.96141, reflecting general agreement. Lastly, 34.2% strongly agreed, 31.7% agreed, 20.0% were neutral, 10.0% disagreed, and 4.2% strongly disagreed that transparency reduces uncertainties in decision-making and enhances employee performance. The mean was 3.8167, with a standard deviation of 1.13747, showing moderate agreement with some dissent. The overall mean score of 4.0847 and a standard deviation of 1.0091 indicate that participative management is generally considered beneficial for employee performance, though some variability exists. The findings concurwith the findings of Ruwa (2019) which revealed that when decisions are made transparently, employees understand the rationale behind them and feel confident in the direction of the organization. This clarity reduces uncertainties and ambiguity, enabling employees to align their efforts with organizational goals more effectively. Moreover, transparent decision-making promotes a culture of fairness and inclusivity, where employees feel valued and respected.

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4.5.5 Employee Performance in State Corporation

The respondents were asked to indicate their level of agreement on employee performance in State Corporation in the energy sector in Kenya. The findings are presented in Table 15.

Table 15:

Employee Performance in State Corporation

Statement	SA %	A %	N %	D %	SD %	Mean	Std. Deviation
The rate of employee turnover has gradually increased over the years	32.5	36.7	16.7	12.5	1.7	3.8583	1.06350
The company has recorded increase in performance due to low employee turnover rates	29.2	34.2	21.7	13.3	1.7	3.7583	1.06901
Employees express high level of satisfaction for the past five years	41.7	35.8	10.0	10.8	1.7	4.0500	1.05201
High level of employee satisfaction leads to increased performance	33.3	49.2	8.3	6.7	2.5	4.0417	.95615
The rate of employee retention has increased for the past five years	46.7	32.5	10.8	3.3	6.7	4.0917	1.14493
Renting high talented employees increases the overall performance of the company	44.2	30.0	15.0	10.8	0.0	4.0750	1.01387
Overall						3.9791	1.0499

Source: Research Data (2024)

The analysis indicate that 32.5% strongly agreed, 36.7% agreed, 16.7% were neutral, 12.5% disagreed, and 1.7% strongly disagreed that the rate of employee turnover has gradually increased over the years. The mean score was 3.8583, with a standard deviation of 1.06350, reflecting moderate agreement with some variation in opinion. Regarding whether the company has recorded an increase in performance due to low employee turnover rates, 29.2% strongly agreed, 34.2% agreed, 21.7% were neutral, 13.3% disagreed, and 1.7% strongly disagreed. The mean was 3.7583, with a standard deviation of 1.06901, indicating general agreement.

On whether employees have expressed high levels of satisfaction over the past five years, 41.7% strongly agreed, 35.8% agreed, 10.0% were neutral, 10.8% disagreed, and 1.7% strongly disagreed. The mean was 4.0500, with a standard deviation of 1.05201, suggesting high levels of agreement. Regarding whether high employee satisfaction leads to increased performance, 33.3% strongly agreed, 49.2% agreed, 8.3% were neutral, 6.7% disagreed, and 2.5% strongly disagreed. The mean was 4.0417, with a standard deviation of 0.95615, indicating strong consensus.

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When asked about the increase in employee retention rates over the past five years, 46.7% strongly agreed, 32.5% agreed, 10.8% were neutral, 3.3% disagreed, and 6.7% strongly disagreed. The mean was 4.0917, with a standard deviation of 1.14493, reflecting strong agreement with some dissent. Lastly, 44.2% strongly agreed, 30.0% agreed, 15.0% were neutral, 10.8% disagreed, and none strongly disagreed that retaining highly talented employees increases overall company performance. The mean was 4.0750, with a standard deviation of 1.01387, showing general agreement. The overall mean score of 3.9791 and a standard deviation of 1.0499 indicate that employee performance is generally viewed positively, though some respondents express differing views. According to Wang (2022), high-talented employees bring valuable skills, expertise, and innovative thinking to the organization, which can drive creativity, problem-solving, and competitiveness. Their contributions often lead to improved product quality, faster project completion times, and enhanced customer satisfaction. Furthermore, highly talented employees may serve as role models and mentors for their peers, inspiring greater collaboration, learning, and growth within the organization.

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4.6 Inferential Analysis

4.6.1 Correlation Analysis

The study undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study. The findings were as indicated in Table 16.

Table 16:

Correlation Analysis

		Delegation of Duties	Teamwork	Training and Development	Participative Management	Employee Performance
Delegation of Duties	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	120				
Teamwork	Pearson Correlation	.514	1			
	Sig. (2-tailed)	.098				
	N	120	120			
Training and Development	Pearson Correlation	.749	.635	1		
	Sig. (2-tailed)	.067	.087			
	N	120	120	120		
Participative Management	Pearson Correlation	.390	.585	.531	1	
	Sig. (2-tailed)	.067	.087	.067		
	N	120	120	120	120	
Employee Performance	Pearson Correlation	.566*	.658*	.754*	.793*	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	120	120	120	120	120

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

Source: Research Data (2024)

From the results, the study established that there exists a positive and significant relationship (r =.566, p=0.000) between delegation of duties and employee performance in State Corporation in the energy sector in Kenya. Therefore, the findings imply that effective delegation of duties play a crucial role in enhancing

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employee performance within State Corporations in Kenya's energy sector. These findings underscore the significance of delegation practices in organizational settings, highlighting its potential to positively impact employee productivity and overall organizational effectiveness. The study findings are in line with those of Wabomba et al. (2022) which established that employee delegation had a positive and significant influence on employee performance in commercial banks in Nairobi County, Kenya. Moreover, Karimi (2019) found out that delegation stimulates innovation and risk taking by letting individuals control resources and engage in experimentation without having to obtain approval from the higher authorities. It also improves the workers' ability to perform different tasks efficiently and effectively with the use of minimum resources.

In addition, the study conducted a correlation analysis between teamwork and employee performance in State Corporation in the energy sector in Kenya. The coefficient of correlation (r=0.658 and p=0.000) illustrated in Table 16 showed that there was a strong positive and significant relationship between teamwork and employee performance in State Corporation in the energy sector in Kenya. Therefore, the findings imply that effective teamwork plays a crucial role in enhancing employee performance within State Corporations in Kenya's energy sector. The study findings agree with the findings of Nada and Kolluru (2020) which revealed a positive and negative link between teamwork and employee's performance. Moreover, Bokaii (2023) also found out the greatest teamwork incompatibility between top managers and executors is in terms of internal communication, which increases the incompatibility of goals, professional competences and values, as well as motivation.

The study also sought to determine the nature of the relationship between training and development on employee performance in State Corporation in the energy sector in Kenya (r=0.754, p=0.000). The results indicate a strong, positive and statistically significant relationship between training and development and employee performance in State Corporation in the energy sector in Kenya. Therefore, the findings imply that effective training and development plays a crucial role in enhancing employee performance within State Corporations in Kenya's energy sector. The study findings are in tandem with the findings of Giday and Elantheraiyan (2023) which revealed

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that training needs assessment and training resource availability have a significant effect on employee performance. Moreover, Yimam (2022) findings showed that training design, training needs assessment, training delivery style and training evaluation have significant positive effects on employees' performance.

Moreover, the study also indicated that there exist a strong, positive and significant relationship (r=0.793, p=0.000) between participative management on employee performance in State Corporation in the energy sector in Kenya. This implies that participative management enhances employee performance in State Corporation in the energy sector in Kenya. The study findings are in tandem with the findings of Musyoka et al.(2019) which revealed that employee participation had a significant effect on organizational performance in selected alcohol manufacturing entities. Moreover, the study agrees with the findings of Njogu (2018) which concluded that employee involvement in decision making influence performance of Automobile emission control project. This study concluded that employee involvement in Automobile emission control project implementation influence project performance.

4.6.2 Regression Analysis

Table 17:

Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887[a]	.787	.780	.34053

a. Predictors: (Constant), delegation of duties, teamwork, training and development and participative management.
b. Dependent Variable: Employee Performance in State Corporation in the Energy Sector in Kenya
Source: Research Data (2024)

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables. The model showed that the four variables under study a can explain 78.7% of employee performance in state corporation in the energy sector in Kenya while other factors explain 21.3% explain other factors that were not covered in this study.

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Table 18:

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.418	4	12.355	106.541	.000[b]
	Residual	13.335	115	.116		
	Total	62.753	119			

a. Predictors: (Constant), delegation of duties, teamwork, training and development and participative management.
b. Dependent Variable: Employee Performance in State Corporation in the Energy Sector in Kenya

Source: Research Data (2024)

In the ANOVA table above, the *F* statistic = 106.541 as illustrated in table 18. Since the f calculated is greater than f statistic, it infers that the model is statistically significant. Therefore, there is strong evidence that the regression results are statistically significant and the variation in the results is insignificant that cannot result to much difference in case of a change in the study units (population) and therefore the model was fit for the study.

Table 19:

Multiple Regression Coefficients

Regression Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.035	.264		3.920	.000
	Delegation of Duties	.004	.063	.004	.061	.012
	Teamwork	.089	.064	.084	1.394	.016
	Training and Development	.428	.075	.423	5.700	.000
	Participative Management	.743	.079	.518	9.443	.000

a. Dependent Variable: Employee Performance in State Corporation in the Energy Sector in Kenya.
Source: Research Data (2024)

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The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables as illustrated by the equation illustrated below:

$Y = \beta_0 + \beta_1$ delegation of duties $+ \beta_2$ teamwork $+ \beta_3$ training and development $+ \beta_4$ Participative Management. Whereby Y represents Employee Performance in State Corporation

X_1 represents delegation of duties, X_2 represent teamwork, X_3 represents training and development and X_4 represents participative management, β_0 represents constant which defines the value of employee performance in State Corporation without the inclusion of predictor variables. From the results in Table 19 the given equation was answered by the values of Unstandardized Coefficients (B) and all of them were statistically significant since their p values (Sig.= 0.00) were less than 0.05. The results indicate that all the predictor variables in the study have a positive relationship with employee performance in State Corporation Thus,

$Y = 1.035 + 0.004X_1 + 0.0.89X_2 + 0.428X_3 + 0.743X_4$

The value of employee performance in State Corporation without the influence of the predictor variables is 1.035. This explains that, at any given time, employee performance in State Corporation will be 1.035 holding other factors constant at 0.

The results also illustrate that, a unit change in delegation of duties, would result to 0.004 times change in employee performance in State Corporation. The study findings are in line with those of Wabomba et al.(2022) which established that employee delegation had a positive and significant influence on employee performance in commercial banks in Nairobi County, Kenya. Moreover, Karimi (2019) found out that delegation stimulates innovation and risk taking by letting individuals control resources and engage in experimentation without having to obtain approval from the higher authorities. It also improves the workers' ability to perform different tasks efficiently and effectively with the use of minimum resources.

A unit increase in teamwork would result to 0.89 times increase in employee performance in State Corporation, a unit increase in training and development would result to 0.428 employee performance in State Corporation. The study findings agree with the findings of Nada and Kolluru (2020) which revealed a positive and negative

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link between teamwork and employee's performance. Moreover, Bokaii (2023) also found out the greatest teamwork incompatibility between top managers and executors is in terms of internal communication, which increases the incompatibility of goals, professional competences and values, as well as motivation.

A unit increase in participative management would result to 0.743 times increase in employee performance in State Corporation, as given by the coefficients in the model. The study findings are in tandem with the findings of Musyoka et al.(2019) which revealed that employee participation had a significant effect on organizational performance in selected alcohol manufacturing entities ($t=-6.958$, $p<0.05$). Moreover, the study agrees with the findings of Njogu (2018) which concluded that employee involvement in decision making influence performance of Automobile emission control project. This study concluded that employee involvement in Automobile emission control project implementation influence project performance.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This Chapter provides a detailed summary of the key findings of the study; it then draws conclusions and discusses implications emanating from these findings. Finally, the studymakes some recommendations and suggestions on areas of further study. The main aim of this study was to assess the effect of relational empowerment and employee performance in State Corporations in the energy sector in Kenya.

5.2 Summary of the Findings

The study sought to determine the summary of key findings of the study. The summary was categorized in terms of specific objectives.

5.2.1 Delegation of Duties on Employee Performance in State Corporation

From the analysis, the study revealed that assigning responsibilities helps employees to understand their roles which enhance performance. The study also revealed that the company delegates specific tasks based on employees' skills and expertise hence improving employee performance. The study also revealed that the company grants authority to employee which instills a sense of empowerment hence improved performance.

Furthermore, the study revealed that the company provides clear defined lines of accountability to the employees which enhance performance. The study further revealed that the company has clear expectations and guidelines which ensure that employees understand their tasks. The company has open communication channels which facilitate regular feedback hence enhanced employee performance.

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5.2.2 Teamwork on Employee Performance in State Corporation

The study also revealed that setting collaborative goals ensures that team efforts are aligned with the broader objectives of the organization. The study further revealed that collaborative goals enhance coordination among the team leading to better performance. Moreover, the study revealed that the company provides clear roles to the team which helps to avoid task duplication hence better employee performance.

The study also revealed that providing clarity in roles leads to improved accountability, which increases employee performance. The study further revealed that building trust among the team enhances collaboration hence better employee performance. The study also revealed that high level of encourages team members to take to provide innovative solutions hence better employee performance.

5.2.3 Training and Development on Employee Performance in State Corporation

From the findings, the study revealed that training and development programs equip employees with the necessary skills and competencies which enhances performance. The study also revealed that continuous training and development contribute to succession planning by preparing employees for future leadership roles. The study further revealed that the company fosters an innovative culture which encourageemployees to embrace and adapt to technological advancements in the energy sector.

The study also revealed that the company allows employees to determine their learning needs. The study also revealed that the company engage employees in deciding their training needs. The study further revealed that individual assessments provide employees with feedback on their performance, enabling them to identify their strengths and areas for improvement.

5.2.4 Participative Management on Employee Performance in State Corporation

The study revealed that access to information leads to informed decision making which enhances employee performance. The study also revealed that access to information empowers employees to take ownership of their decisions hence better

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employee performance. The study further revealed that feedback mechanism enhances employee development leading to higher performance.

From the analysis, the study findings revealed that regular feedback, both positive and constructive boost employee morale which enhances overall performance. The study further revealed that transparent decision-making builds trust among the employees, which enhances performance. The study also revealed that transparency reduces uncertainties in decision making which enhances employee performance.

5.2.5 Employee Performance in State Corporation

From the findings. it was clear that the rate of employee turnover has gradually increased over the years. The study also revealed that the company has recorded an increase in performance due to low employee turnover rates. Employees have expressed high level of satisfaction for the past five years. The study further revealed that a high level of employee satisfaction leads to increased performance. The study also revealed that the rate of employee retention has increased for the past five years. The study further revealed that renting high talented employees increases the overall performance of the company.

5.3 Conclusions

The study derived various conclusions from the key findings of the study in relation to the specific objectives.

5.3.1 Delegation of Duties on Employee Performance in State Corporation

The study concluded that there exists a positive and significant relationship between delegation of duties and employee performance in State Corporation in the energy sector in Kenya. Delegation is a crucial aspect of effective management, where managers entrust certain tasks to their subordinates, allowing them the autonomy to make decisions and take ownership of their work. This empowerment often results in increased motivation, creativity, and productivity, as employees feel more engaged and responsible for the outcomes of their tasks. The positive nature of this relationship indicates that as the practice of delegation increases, so too does employee performance. Employees who are given more responsibility and trust are likely to rise

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to the challenge, demonstrating higher levels of efficiency, quality, and innovation in their work. This not only benefits the employees themselves, who may experience greater job satisfaction and professional growth, but also the organization as a whole, which can achieve its goals more effectively.

5.3.2 Teamwork on Employee Performance in State Corporation

The study concluded that there is a strong positive and significant relationship between teamwork and employee performance in State Corporation in the energy sector in Kenya. A positive relationship indicates that as the level of teamwork within the organization increases, employee performance also improves. This means that when employees collaborate, share ideas, and support each other, their collective efforts lead to better outcomes. Teamwork fosters an environment where employees can leverage each other's strengths, compensate for individual weaknesses, and create a sense of shared responsibility, all of which contribute to higher productivity and job satisfaction. Teamwork involves employees working collaboratively towards a common goal, sharing tasks, and supporting one another. Effective teamwork requires communication, trust, and a clear understanding of each team member's role. In the context of State Corporations in the energy sector, where tasks can be complex and highly technical, teamwork is essential for combining diverse skills and expertise to achieve objectives.

5.3.3 Training and Development on Employee Performance in State Corporation

The study concluded that there is a strong, positive and statistically significant relationship between training and development and employee performance in State Corporation in the energy sector in Kenya. Training and development are critical elements in any organization's growth strategy, especially in sectors as dynamic and essential as energy. By investing in training, these corporations equip their employees with the latest skills, knowledge, and competencies necessary to meet the ever-evolving demands of the industry. Development programs, on the other hand, focus on enhancing the long-term capabilities of employees, preparing them for future challenges and leadership roles within the organization. Employees who undergo regular and comprehensive training are better equipped to handle their responsibilities efficiently, adapt to new technologies, and contribute innovative solutions to complex

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problems. This not only boosts individual performance but also enhances the overall productivity and effectiveness of the organization.

5.3.4 Participative Management on Employee Performance in State Corporation

The study concluded that there exists a strong, positive and significant relationship between participative management on employee performance in State Corporation in the energy sector in Kenya. Participative management, which involves including employees in decision-making processes, fosters a sense of ownership and accountability among the workforce. When employees are given a voice to shape policies and strategies that affect their work, they are more likely to feel valued and engaged. This empowerment leads to greater job satisfaction, higher levels of motivation, and a deeper commitment to the organization's goals, all of which contribute to improved performance.

The strength of this relationship indicates that participative management is a critical factor in driving employee performance. Employees who feel that their opinions matter and that they have a stake in the decision-making process are more likely to be proactive, innovative, and diligent in their duties. This collaborative approach not only enhances individual performance but also promotes a cohesive work environment where teamwork and mutual support flourish.

5.4 Recommendations

In view of the study conclusions, the study made various recommendations. Regarding delegation of duties, the study recommended that the Kenyan Energy State Corporations should continue assigning responsibilities based on employees' skills and expertise. Ensure clear lines of accountability and expectations are established. Promote empowerment through delegation of authority and maintain open communication channels for regular feedback.

Regarding teamwork, the study recommended that Kenyan Energy State Corporations should encourage collaborative goal setting and define clear roles and responsibilities within teams. Foster trust among team members and promote a culture of innovation to enhance teamwork and performance.

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Regarding training and development, the study recommended that the Kenyan Energy State Corporations should provide continuous training and development programs to equip employees with necessary skills. Involve employees in determining their own learning needs and encourage participation in training decisions. Foster an innovative culture to adapt to technological advancements.

Regarding participative management, the study recommended that Kenyan Energy State Corporations should ensure access to information for informed decision-making. Establish a feedback mechanism to facilitate employee development. Implement transparent decision-making processes to build trust and reduce uncertainties.

5.5 Suggestion for Further Studies

The study suggested that future studies should investigate the impact of relational empowerment on employee performance in various sectors beyond the energy sector in Kenya. Moreover, there is need to conduct a comparative study to understand how delegation of duties affects employee performance across different industries or sectors within Kenya. Future studies should also compare the effectiveness of teamwork on employee performance in State Corporations in the energy sector with other sectors or private organizations.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear respondent,

I am a student at St. Paul's University. Am required to submit a research project as a requirement for partial fulfillment of Master's Degree "relational empowerment and employee performance in state corporations in the energy sector in Kenya". I am pleased request your assistance in filling in the questionnaires provided. I also wish to assure you that the information given will be treated with utmost confidentiality and will be used for the sole purpose of this study.

Section A. RESPONDENTS DETAILS

1. What is your gender?
   - Male [ ]
   - Female [ ]
2. Highest education qualification attained
   - Certificate [ ]
   - Diploma [ ]
   - Undergraduate Degree [ ]
   - Master Degree [ ]
   - Others (specify) ……..
3. How long have you been working in this organization?
   - Less than 3 years [ ]
   - 3-9 years [ ]
   - 10-15 years [ ]
   - More than 15years [ ]
4. Select your age bracket
   - Below 25 years [ ]
   - 25-34 years [ ]
   - 35-44 year [ ]
   - 45-54 years [ ]
   - 55 years and above [ ]
5. Indicate your level of the management
   - Top Level [ ]
   - Middle Level [ ]
   - Low Level [ ]

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Section B: Delegation of Duties and Employee Performance
In a scale of 1-5, where; 1=Neutral, 2=Strongly Disagree, 3=Disagree, 4=Agree, and 5=strongly Agree indicate your level of agreement on the effect of delegation of duties on employee performance in State Corporation in the energy sector in Kenya

	Delegation of Duties	5	4	3	2	1
1	Assigning responsibilities helps employees to understand their roles which enhance performance.					
2	The company delegates specific tasks based on employees' skills and expertise, hence improving employee performance.					
3	The company grants authority to employee which instills a sense of empowerment hence better performance					
4	The company provides clearly defined lines of accountability to the employees which enhance performance.					
5	The company has clear expectations and guidelines which ensure that employees understand their tasks.					
6	The company has open communication channels which facilitate regular feedback hence better employee performance					

Section C: Teamwork and Employee Performance
In a scale of 1-5, where; 1=Neutral, 2=Strongly Disagree, 3=Disagree, 4=Agree, and 5=strongly Agree indicate your level of agreement on the effect teamwork on employee performance in State Corporation in the energy sector in Kenya

	Teamwork	5	4	3	2	1
1	Setting collaborative goals ensures that team efforts are aligned with the broader objectives of the organization					
2	Collaborative goals enhances coordination among the team leading to better performance					
3	The company provides clear roles to the team which helps to avoid task duplication hence better employee performance					
4	Providing clarity in roles leads to improved accountability which increases employee performance					
5	Building trust among the team enhances collaboration hence better employee performance					
6	High level of encourages team members to take to provide innovative solutions hence better employee performance					

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Section D: Training and Development and Employee Performance

In a scale of 1-5, where; 1=Neutral, 2=Strongly Disagree, 3=Disagree, 4=Agree, and 5=strongly Agree indicate your level of agreement on the effect training and development on employee performance in State Corporation in the energy sector in Kenya

	Training and Development	5	4	3	2	1
1	Training and development programs equip employees with the necessary skills and competencies which enhances performance.					
2	Continuous training and development contribute to succession planning by preparing employees for future leadership roles.					
3	The company fosters an innovative culture which encourages employees to embrace and adapt to technological advancements in the energy sector					
4	The company allows employees to determine their learning needs					
5	The company engage employees in deciding their training needs					
6	Individual assessments provide employees with feedback on their performance, enabling them to identify their strengths and areas for improvement					

Section E: Participative Management and Employee Performance

In a scale of 1-5, where; 1=Neutral, 2=Strongly Disagree, 3=Disagree, 4=Agree, and 5=strongly Agree indicate your level of agreement on the effect of participative management on employee performance in State Corporation in the energy sector in Kenya

	Participative Management	5	4	3	2	1
1	Access to information leads to informed decision making which enhances employee performance.					
2	Access to information empowers employees to take ownership of their decisions hence better employee performance.					
3	Feedback mechanism enhances employee development leading to higher performance					
4	Regular feedback, both positive and constructive boost employee morale which enhances overall performance.					
5	Transparent decision-making builds trust among the employees, which enhances performance.					
6	Transparency reduces uncertainties in decision making which enhances employee performance.					

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Section F: Employee Performance

In a scale of 1-5, where; 1=Neutral, 2=Strongly Disagree, 3=Disagree, 4=Agree, and 5=strongly Agree indicate your level of agreement on the employee performance in State Corporation in the energy sector in Kenya

	Employee Performance	5	4	3	2	1
1	The rate of employee turnover has gradually increased over the years					
2	The company has recorded increase in performance due to low employee turnover rates.					
3	Employees express high level of satisfaction for the past five years					
4	High level of employee satisfaction leads to increased performance					
5	The rate of employee retention has increased for the past five years					
6	Renting high talented employees increases the overall performance of the company.					

Thank you for your Participation

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APPENDIX II: ISERC PERMIT

ST. PAUL'S UNIVERSITY

Private Bag 00217 Limuru,
Kenya
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

REF: SPU/168/2024 **Date: 24th May 2024**

TO: Joyce Nyambura
St. Paul's University

Dear Joyce,

==========

REF: Relational Empowerment and Employee Performance in State Corporations in the Energy Sector in Kenya

==========

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 177, for the period between 24th May 2024 – 24th May 2025 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect

the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.

viii. Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,



Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee



APPENDIX III: NACOSTI PERMIT

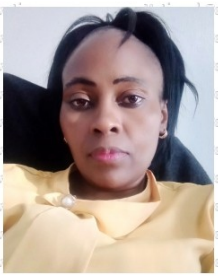
REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **155360**

Date of Issue: **13/June/2024**

RESEARCH LICENSE



This is to Certify that Ms.. Joyce Nyambura of Saint Paul University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: RELATIONAL EMPOWERMENT AND EMPLOYEE PERFORMANCE IN STATE CORPORATIONS. A CASE OF ENERGY SECTOR IN KENYA for the period ending : 13/June/2025.

License No: **NACOSTI/P/24/36663**

155360

Applicant Identification Number

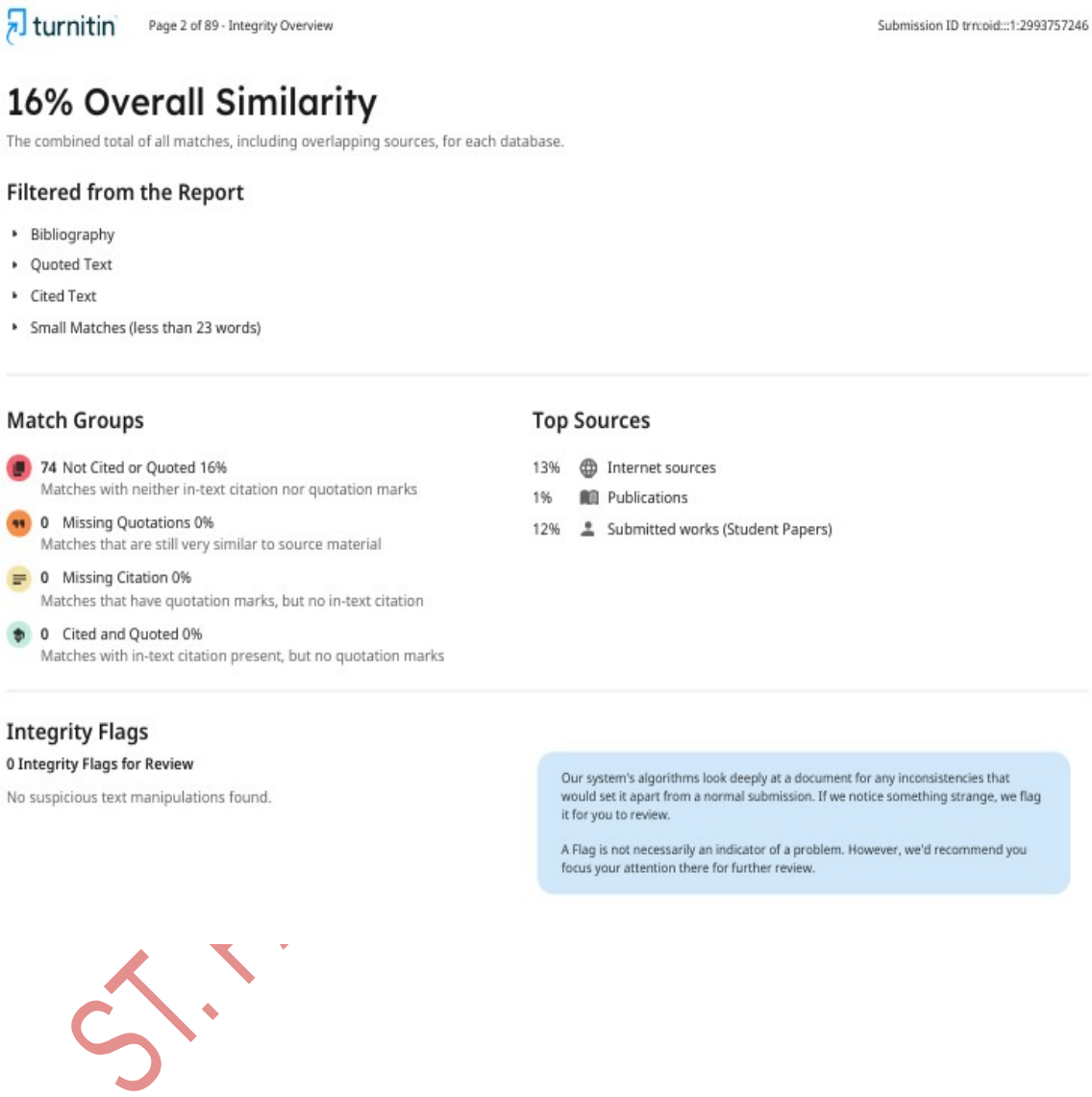
Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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APPENDIX IV: SIMILARITY REPORT



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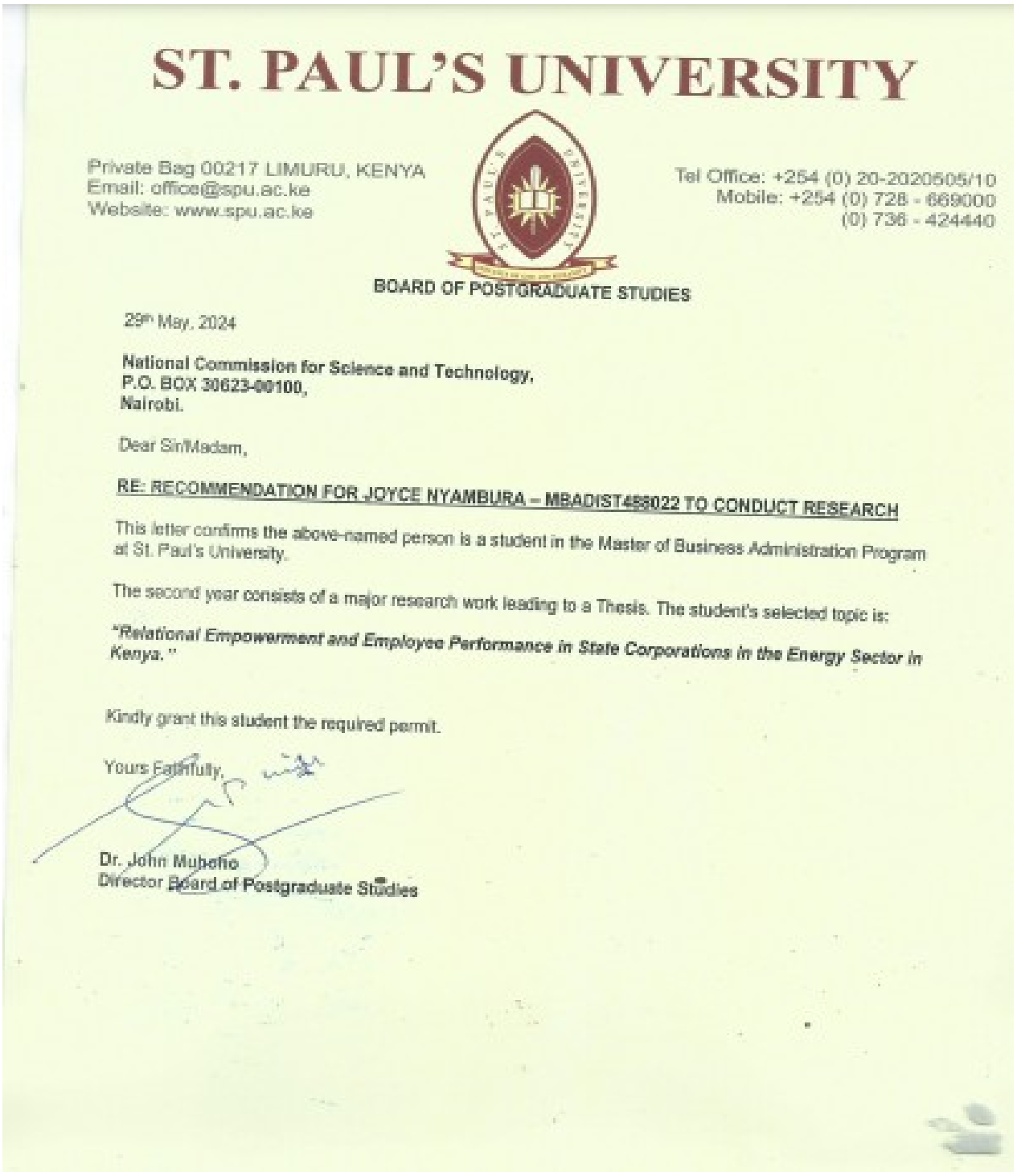
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APPENDIX V: SPU POSTGRADUATE LETTER



ST. PAUL'S UNIVERSITY

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(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

29th May, 2024

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR JOYCE NYAMBURA – MBADIST4/53022 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Relational Empowerment and Employee Performance in State Corporations in the Energy Sector in Kenya."

Kindly grant this student the required permit.

Yours Faithfully,

Dr. John Mubeho
Director Board of Postgraduate Studies