

**EMPLOYEE EMPOWERMENT AND ITS EFFECT ON
ORGANIZATIONAL PERFORMANCE: A SURVEY OF
KENYA TEA DEVELOPMENT AGENCY
FACTORIES IN KAPSABET
REGION, KENYA**

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ABSTRACT

Employee empowerment is a strategy and philosophy that enables employees to make decisions about their jobs. The empowerment of human resources is usually used in the same meaning with authorizing and assigning responsibility, in other words, as empowering and transfer of authority. The study investigated employee empowerment and its effect on the employee performance at Kenya Tea Development Agency factories in Kapsabet Region. The study sought to determine effect of delegation, employee training, consultation and the knowledge management on performance of tea factories in Kapsabet Region. It was guided by Pophal (2004) theory of performance which states that embracing change in an organization makes empowered employees feel free to challenge the status quo. The study was undertaken in the months of October, November, and December 2012. The study used a descriptive survey which targeted a population of 532 staff which was sampled to a manageable size of 176 staff from the Tea factories in Kapsabet Region. The study sought permission from the Tea Factory's offices concerning the research project before conducting the research. The study used questionnaires, interview schedules and document analysis as data collection tools. Data analysis involved both quantitative and qualitative methods which used percentages. The study concluded that employee empowerment can be a powerful tool for organizations. The study established that employee empowerment had significant ($p < 0.01$) positive effect on organisation performance in tea factories in Kapsabet region. However, results of the study showed that delegation, employee involvement and knowledge management practices on employees' empowerment were occasionally being carried out in the tea factories. The study recommended that organizations should delegate authority to their employees in order to be empowered and perform better in the organization; organizations should also consider training of employees as part and parcel of the organization, this will enable the employees to learn better and feel empowered thus increase productivity; organizations should involve employees in decision making process, to enable them work with minimal supervision and thus improve production; organizations should manage knowledge of employees, as a way to empower them works better in the organization.