
EFFECTS OF EMPLOYEE EMPOWERMENT ON THE ORGANIZATIONAL PERFORMANCE: A CASE OF SAFARICOM LIMITED.**MUTOKA FELISTER ABULWA ¹, DR. WERE SUSAN ²****^{1,2}Jomo Kenyatta University of Agriculture and Technology****Abstract**

The research sought to determine the effect of the employee empowerment on performance. Employee empowerment is a concept that has been studied for a very long time and different approaches have been given to this topic. The trends in employment relationships have steered interest in inquiries regarding the relationship between the high-performance HR practices such as employee empowerment and organizational performance. The scope of the study of the research was the telecommunication sector of Kenya due to its rapid growth with the case study being Safaricom Limited at Safaricom House in Westlands, Nairobi. The specific objectives for the study was analyzing the effect of decision making on organizational performance; determining the influence of training and development on organizational performance; establishing the effect of employee autonomy on organizational performance; and evaluating the impact of employee information sharing on organizational performance. A descriptive research design was adopted for the study since it allows for a breadth of observations to be made concerning the phenomenon that is under investigation. The target population was 400 employees working at the branch where a sample size of 200 employees was selected through stratified sampling. The data was collected using questionnaires and administered to the employees who work at the branch. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) Version 20. Both descriptive and inferential statistics will be used in the study where the data collected was presented through tables, charts and bar graphs. The study found decision making had positive significant effect on organization performance. The study also found that training and development had positive significant effect on organization performance. The study established employee autonomy had positive significant effect on organization performance. The study established that information sharing had positive significant effect on organization performance. There is need for the management of Safaricom to involve their employees in all aspect of organization decision making. There is need management to continuously provide their employee skill based training. There is need for the management to give employee autonomy, as increased autonomy should make employees feel a greater responsibility for the outcomes of their work, and therefore have increased work motivation. There is need for the management to enhance and increase information sharing.

Keywords: Autonomy, Decision making, Empirical review, Empowerment, Information, Performance, Research gap and Theory.

Introduction

According to Fernandez & Moldogaziev (2013), employee empowerment is the giving of a degree of autonomy to employee with regard to their decision-making capabilities. The decision making is directed towards the employees' tasks .It allows for employees at the lowest level of the organization to make decisions when faced with certain challenges in the process of implementing organizational tasks. Employee empowerment dates back to the year 1788 when it was considered a delegation of role in the organization before Grew seconded this idea in 1971 asserting that employee empowerment consists of delegation of authority, legislation power and authority (Fernandez & Moldogaziev, 2013).

Employee empowerment is a concept that has been adopted for a very long time for various reasons. Three theoretical approaches have been used to study the concept of employee empowerment with different authors expressing their views about employee empowerment. The socio-cultural perspective of employee empowerment focus on redesigning the policies of an organization, the structures of employee power delegation, the practices, influence over their work and the authority (Wright and McMahan, 2011). The psychological approach has been discussed beforehand and places its focus on improving the personal effectiveness of employees by helping them to become competent and develop self-determination as a core value of success. The critical perspectives often critique the concept of employee empowerment asserting that the efforts of creating empowerment lessen the control over employees. Therefore, employee empowerment is a concept that has been studied for a very long time and people have different perceptions about it which are categorized into different dimensions discussed above. Therefore, there is need to explore this concept more to discover much that has not been unraveled about it and relate it to organizational performance (Goetsch & Davis 2014).

There are several ways in which employees can be empowered in an organization. The first way is through enforcing an open communication channel. In most organizations, then communication is normally top to down. It makes the employees feel like they are not involved in the organization and therefore breaking of the rigid rules of top down communication can be really beneficial toward the overall organizational performance. For example, if a foreman can directly communicate to a senior manager, it makes the communication channel flexible and that is the wish of every employee. Motivation of employees is another way through which self-improvement is awarded .The employer in certain organizations fails to recognize the effect of motivating the employees through promotion and salary increment. Most employees are so accustomed to motivation portfolio and they think every manager knows this and failure to be motivated leads to poor delivery at work. Employees can also be empowered by promoting self-failure (Ou, Davison, Zhong & Liang, 2010).

This means giving the employee an opportunity to execute a task without thinking of putting the company in danger. It means therefore that the employee will feel responsible for an action and therefore does his or her best. The employer can also extract information from the employee and share it with the others in a structured way. This can be done by creating forums for harvesting creative ideas from employees as well as through joint company suggestion box. Employees can also be empowered by defining for them their roles clearly such that everyone understand what he or she is expected to do to avoid work conflicts (Ou, et.al, 2010). The employees can be empowered through requirement of accountability in all that they do. This means that the employees have to work hard to maintain accountability and this will motivate them to deliver

within the framework of the responsibility assigned to them. Employees can also be empowered through regular training. This can be done through organizing for seminars and workshops to promote the skills of the employees. It can also be done through giving of incentives such as sponsoring the education of some of the employees to the highest level; for example Masters Level and even PhD. Eventually, supporting the independence of employees is another way of empowering them.

Therefore the research study seeks to discuss the effect of employee empowerment on organizational performance, a case study of Safaricom. It is a telecommunication companies whose headquarters are based in Nairobi, Kenya. It is a market leader with over 60% ownership of the telecommunication market share in Kenya. It is a public telecommunication company owned by Vodafone Group of UK (40% stake) and the treasury (35% stake). Its headquarters are located at Safaricom House along Waiyaki Way, Westlands. It has over 12 million subscribers. It offers business and personal services to the civil servants, artisans and even business executives. It sells devices and SIM cards, mobile and fixed data services as well as data roaming services. The company is known for its supernormal profits and therefore it is a center of attraction to many investors. The research case study is based on the fact that there could be something unique that the company does to its employees hence the great organizational performance.

The local perception of many scholars is that employee empowerment is a strategy that is used to help employees become better decision makers and deliver well at work. A study was carried out to establish the perceived relationship between employee empowerment and organizational performance in Kenya with a focus on commercial banks. The findings indicated that employee empowerment had a great effect on the organizational performance. The study concluded that employee empowerment significantly contributed to the performance of commercial banks in Kenya. A study was carried out at Tata Industries in Lake Magadi regarding the effect of employee empowerment and organizational performance at Tata Chemicals. Empowerment was viewed in various dimensions namely autonomy and decision making etc. Organizational performance was measured by gender, age and tenure were used as the control variables. Training and empowerment were perceived to be the major drivers of employee empowerment hence organizational performance.

Statement of the Problem

Safaricom has continued to post impressive performance for the last 10 years, in 2016 Safaricom announced a net profit of 38.1 billion, which was the highest for any company in the history of Kenya (Safaricom Annual Report, 2017). In the same financial year there was 13.8% growth in service revenue by 13.8%, a 7.8% increase in total customer base, 3.9% growth in voice service revenue and 27.2% growth in mpesa revenue (Safaricom Annual Report, 2017). This impressive performance has not been without challenges in employee empowerment. Safaricom managers are reluctant at empowering employees because they believe that they are at the top and nothing much needs to be done in relation to empowerment because the employees are already exhibiting excellent performance (Kwasira, 2015).

Market leaders like Safaricom are prone to employee empowerment activities as they believe that an empowered group drives innovativeness of the group to meet the needs of the dynamic market and keeps their performance at par (Makinda, 2016). At Safaricom, there is a lot of laxity

on empowerment because an individual gets training after six months. For example the telecommunication engineers who are always out in the field doing repairs rarely get that time for training. Instead they are on the field always sending reports but no skill added onto their knowledge base (Makinda, 2016). This has led to poor service delivery in some instances as some of the engineers have to consult with the managers to troubleshoot some dynamic issues that arise in the field and are beyond their scope of knowledge (Kwasira, 2015). Sense of empowerment has a significant effect on employees' performance and organizational performance such as quicker and more direct response to customer needs, employees are more satisfied with their jobs and are able to meet departmental and company goals and they also become a valuable source of new ideas (Saylor, 2014).

The telecommunication sector is Human Capital Intensive since it relies heavily on its employees to offer services to its clients (Khalumba, 2014). To be effective, Telecommunication companies must have a high degree of credibility. This requires considerable skills, expertise, experience and judgment on the part of its staff. Telecommunication has been and will always be a people business. Telecommunication companies like Safaricom must try to distinguish themselves by creating their own niche or image so that they can achieve a high level of competitiveness (Chakrabarty, 2016). One of the ways to achieve this is by empowering employees. A Telecommunication company that empowers its employees attracts more customers since they are offered a high quality service hence leading to high performance of the company (Nzuve & Bakari, 2012).

Prior studies on that have been carried out include: Nzuve & Bakari (2012) who studied the Relationship between empowerment and performance in the City Council of Nairobi. Karia (2011) focused on employee's perception of the factors that influence empowerment in the Ministry of State for Public Service. Nyanchama (2009) researched on employee empowerment practices in commercial banks in Kenya. Empirical studies done in Kenya have failed to link employee empowerment and organization performance, hence the research gap. This study sought to fill the exiting research gap by conducting study to determine the effect of employee empowerment on the performance of Safaricom.

Objectives of the Study

The main objective of this study was to determine the effect of employee empowerment on the organizational performance. The study was guided by the following specific objective

1. To analyze the effect of decision making by employees on organizational performance
2. To determine the influence of training and development of employees on organizational performance
3. To establish the effect of employee autonomy on organizational performance
4. To evaluate the effect of employee information sharing on organizational performance

Theoretical Review

Administrative Management Theory

This theory was advanced by Henry Fayol and James D. Mooney (Waldo, 2006). This theory attempts to find a better and rational way in which an organization can be designed. It advocates for clarity and formality in the administrative structure. It also advocates for division of labor and delegation of powers to various employees based on their designation. The formalization approach asserts that an organization should have a well-structured hierarchy of authority explaining different employee roles and responsibilities. Clarity in administrative lines determines the flow of power and extent of work expected from an individual. The aspect of division of labour is a reflection of the fact that organizational goal achievement is guided by a clear division of labour to encourage specialization and productivity per given unit. In a nutshell, the administrative theorists viewed productivity improvements using the top-down administration.

Fayol contributed various principles of this truism to seal his theory (Waldo, 2006). He came up with the scalar principle which advocated for hierarchy in the structure to control the administrative functions. He also added the exceptional principles that encouraged the handling of routine matters by subordinates and exceptional issues being brought to the attention of the seniors; that is in the case of an exception. He also added the span of control principle that asserts that a senior should not have more subordinates than he or she can supervise or manage. He also added the departmentalization principle which states that similar activities should be grouped into independent units for administrative purposes. Unity of command principle of truism was also added to advocate for specialization. This theory supports the variable of performance by saying that clarity in administrative lines determines the flow of power and extent of work expected from an individual enabling continuous supervision and with specialization principle, there is improved organizational performance (Waldo, 2006).

Scientific Management Theory

Developed in the 1880s, this theory majorly focuses on efficiency of labour productivity and analyzes and synthesizes the workflow (Bell, & Martin, 2012). The goal of the scientific management theory is to reduce the waste, create a just distribution of goods and increase the methods of production. This ensures efficient mass production. This theory asserts that efficiency in labour productivity is based on the fact that scientific methods are added onto the workflows to make work easier and enhance the level of productivity hence enhanced organizational performance. Taylorism became obsolete in the 1930s but left out great points on issues that guide organizational performance.

These were: work ethics, efficiency and elimination of waste, mass production and knowledge transfer. As aforementioned, training and development is an avenue for knowledge transfer and capacity building therefore this theory supported organizational performance by basing it on scientific management. There are four major principles of Taylorism. The first principle asserts that managers should collect information, analyze it and give a result that can be customized into rules and mathematical formulas that improve efficiency. The second principles states that the managers are tasked with selection and training of workers. The third principle states that the managers should ensure that the techniques adopted by them are implemented by the workers to

improve production and efficiency of tasks. The last principle advocates for equity in work burden distribution between the workers and the manager for timely conclusion and good guidance and leadership (Shafritz, 2015) This theory supports the variable of performance by saying that organizational performance can be improved through use scientific engineering and mathematical analysis to improve the deficiency of task completion and ensure optimal production (Bell, & Martin, 2012).

Systems Theory

Systems theory is about the nature of the complex systems in nature or society that provide a framework for investigating any group of items that can work together to achieve the desired goal. In this respect we iterate on the organizational performance. The theory asserts that for effective organizational performance then there must be efficient systems to facilitate working together thus improving organizational performance. According to Midgley, (2006), the systems view is a world-view that is based on a relationship of interconnected components that work together as a single unit .In respect to organizational performance achievement; all employees have to work together as a single unit in a system to raise the level of productivity. This theory supports the variable of performance by saying that organizational performance can be improved through improved and creation of an all-inclusive system where employees relate well and therefore increasing the organizational synergy (Midgley, (2006).

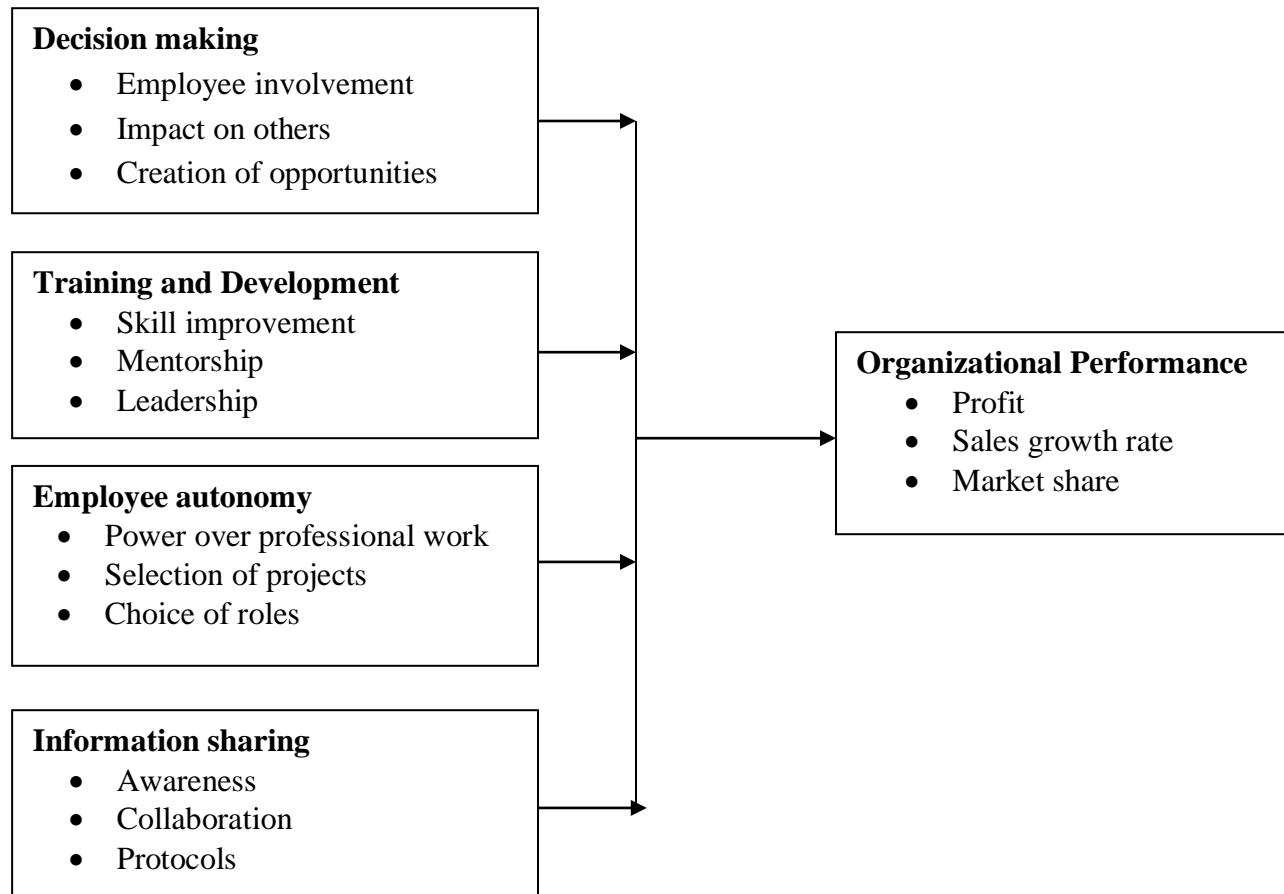
Contingency Theory

According to Miner, (2015), the contingency theory asserts that there is no best way to organize a company, lead a company or make decisions. The course of action is deemed contingent or dependent on the internal and external situations. Therefore a contingent leader applies his or her own style to the right situation. In this case it advocates for autonomy and decision making. According to this theory, organizations are open systems and therefore need careful management to satisfy and balance the internal needs of the organization. It also asserts that the organization must be concerned with achieving alignments and good fits. The contingency theory advocates for good leadership skills matching it with the situation that needs to be handled by a leader at a particular time. This theory outline two major styles of leadership namely; the task motivated and the relationship motivated approach. This theory supports the variable of performance and empowerment by saying that organizational empowerment can be improved by increasing individual employee degree of autonomy with regard to a particular situation at hand and thus leading to good returns on organization (Miner, 2015).

Conceptual Framework

A conceptual framework is a graphical representation of ideas into a single console differentiating the various variables of the research; their dependency and independency. The concept was advanced by Isaiah Berlin to make conceptual distinctions. According to Bruni, (2012), “A conceptual framework explains, either graphically or in narrative form the main things to be studied the key factors, constructs or variables and the presumed relationships among them.” In this study, Dependent variable: organizational performance measured using the following parameters which includes both financial: Profit growth rate, Sales growth rate, Dispute rate, Absenteeism rate, and Employee turnover rate.

Organizational performance is more than just effectiveness and efficiency; it also captures other critical success factors like cooperation and coordination, learning, satisfaction, effort, cohesion, group conflict, mutual support and balance of member contribution. Independent variable: employee empowerment: autonomy, training, information sharing and decision making will be the key elements.



Independent Variables (IV)

Dependent Variable (DV)

Figure 1: Conceptual Framework

Critique of Literature

An improved organizational model could provide a better connection for organizations between empowerment and organizational performance. According to Ugboro, (2006) “personal goal facilitation through work offers a promising source of insight into job attitudes and well-being” (Ugboro, 2006). However, there is not enough empirical evidence to suggest the opposite is also true. As a result, the relationship between employee empowerment and organizational performance is still being researched. One clear relationship that is identified when employee empowerment and organizational performance in aligned side by side is the output within society and potential richness of social exchange.

There are several advantages of employee empowerment. Firstly, it increases the organizational response to problems or issues. This is because even the low level managers have the autonomy of making the decision regarding how to troubleshoot some issues that come up and are within their control. Therefore, they can make decisions quickly and effectively and solve problems at an early stage before they affect the performance of the organization. It increases the productivity of the employees. This is because they are empowered in different dimensions and therefore their skill base is improved. This makes the employees innovative in their jobs leading to greater productivity. Employee empowerment increases the overall commitment of the employees towards the goals of the company. This is because most of them will take control of whatever they do because of the autonomy granted to them making them responsible hence committed to achieving personal and organizational goals (Ignore, 2009).

The employee empowerment also has shortcomings attached to it. Difference in uniformity of decision making by employees can lead to reduced efficiency because individuals differ in what they think about a particular subject matter. Decentralization of decisions can create coordination problems in the organization. This is because decisions are not centralized and managed from the top and therefore it is hard to coordinate the different levels of management that exist in an organization. The boundaries of the manager and employee can be blurring because of the autonomy in the decision making of the employees. In the long run, this can affect the employee relationship with the employee thus affecting the overall organizational performance. The critical perspective of employee empowerment argues that it can be detrimental to greater productivity as it creates controls over employees. Employee empowerment using teams can create peer pressure and this is detrimental to good organizational performance (Pelit, 2011).

Research Gaps

The following research gaps were identified while carrying out the empirical studies. Despite the numerous studies on employee empowerment, there lacks studies that cover the variables that the researcher looks at in this particular study. The study assessed the various variables so as to get a glimpse of how they affect the performance of the organization being studied. This aided in getting results and as a result closing the gap. In addition, the gap in literature is even more significant as more literature was so centered in the Western developed countries to a limited extent touching on South Africa and North Western Africa such as Egypt and Tunisia in Africa. No studies have been conducted on the topic in the specific company that the researcher is looking at; hence it helped in bridging this gap.

Research Methodology

The study adopted a descriptive research design. The study targets the employees who work at Safaricom Headquarters in Westlands. Safaricom is a public telecommunication company owned by Vodafone Group of UK (40% stake) and the treasury (35% stake). Its headquarters are located at Safaricom House along Waiyaki Way, Westlands. It has over 12 million subscribers. It offers business and personal services to the civil servants, artisans and even business executives. It sells devices and SIM cards, mobile and fixed data services as well as data roaming services. According to Safaricom, (2014) the number of employees who work at Safaricom Westlands branch are 400.

Table 1: Target Population

Category	Frequency	Percent
Senior management level	10	2.5
Middle level management level	50	12.5
Junior Management Level	170	42.5
Foreman	170	42.5
Total	400	100

Sampling frame was the list of all 400 employees in the class of senior, middle, junior and foreman respectively, from where the respondents were selected. The study used the Krejcie and Morgan (1970) formular to arrive at the sample size. The selection formula is as follows:

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

Where n= the required sample size

N = is the Target Population (400)

e = accuracy level required. Standard error = 5%

$$n = 200.25$$

n=200 respondents

As stated by Mugenda & Mugenda (2012) any sample size that is between 10% and 30% is a good demonstration of the target population and as a result 50% will be used for selecting the sample size. From the target population of 400 employees, the researcher selected a sample of 200 employees from the four levels of management. The following formula will be used to get the sample size;

Table 2: Sample Distribution

Category	Frequency	Proportion	Sample
Senior management level	10	50%	5
Middle level management level	50	50%	25
Junior Management Level	170	50%	85
Foreman	170	50%	85
Total	400	50%	200

The study used self-administered questionnaires composed of close-ended questionnaires for easier analysis. Self-administered questionnaires were used for convenience of both study and respondents of the study. A preliminary study was carried at Safaricom House to evaluate the feasibility, time, cost and the statistical variability to predict the right sample size and also to improve the research design before the actual study. It was carried out by selecting 20 employees from the study location but they were not be included in the final findings and results.

Descriptive analysis was done to determine the percentages and frequencies of respondents' responses. Inferential statistics using a Correlation and regression was used in data analysis (simple and multiple regressions). Correlation analysis was used to show the link between employee empowerment and organizational performance. Multiple regressions showed the relationship between employee empowerment on performance. A B-coefficient regression was carried out and ANOVA. The results of the regression were tested against 0.05 level of significance. The presentation of the results was done in charts, tables and graphs. The multiple regression variables were as shown below:

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

Findings and Discussion

Descriptive and inferential statistics have been used to discuss the findings of the study. The study targeted a sample size of 200 respondents from which 167 filled in and returned the questionnaires making a response rate of 83.5%. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (2008), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to excellent.

Table 3: Response Rate

	Questionnaires Administered	Questionnaires filled and Returned	Percentage
Respondents	200	167	83.5

Piloting Testing Results

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved a sample of respondents from the target population, who were not included in the actual study. Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. The table shows that employee autonomy had the highest reliability ($\alpha = 0.867$), followed by training and development ($\alpha = 0.834$), decision making ($\alpha = 0.820$) and information sharing ($\alpha = 0.788$). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

Table 4: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Decision making	0.820	5
Training and Development	0.834	9

Employee Autonomy	0.867	6
Information Sharing	0.811	7

Correlation Analysis

The study carried out correlation matrix analysis to examine the association between employee empowerment and organization performance of Safaricom Limited. The results of Pearson Moment Correlation analysis is depicted in Table 4.8 and illustrates that there was a strong positive correlation $r = 0.723$ between decision making and organization performance, statistically significant ($P=0.02<0.05$) at 95% confidence level; a strong correlation ($r=0.785$) between training and development and organization performance, statistically significant ($P=0.04<0.05$) at 95% confidence level; weak and positive ($r=0.472$) between employee autonomy and organization performance, statistically significant ($P=0.01<0.05$) at 95% confidence level; and a strong correlation ($r=0.682$) between information sharing and organization performance, statistically significant ($P=0.02<0.05$) at 95% confidence level. This finding implies that decision making, training and development, employee autonomy and information sharing relates with organization performance of Safaricom.

Table 5: Pearson Correlation Results

		Organization Performance	Decision making	Training and development	Employee Autonomy	Information sharing
Decision making	Pearson Correlation	.723(*)	1			
	Sig. (2-tailed)	.002	.043			
	N	167	167			
Training and development	Pearson Correlation	.785(*)	.864(*)	1		
	Sig. (2-tailed)	.04	.04	0.04		
	N	167	167	167		
Employee Autonomy	Pearson Correlation	.472(*)	.604(*)	.390(*)	1	
	Sig. (2-tailed)	.001	.001	.004		
	N	167	167	167	167	
Information sharing	Pearson Correlation	.682(*)	.733(*)	.502(*)	.350(*)	1
	Sig. (2-tailed)	.002	.002	.02	.02	.02
	N	167	167	167	167	167

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

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

Regression Analysis

Model Summary

R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings, the value of R squared was 0.721

an indication that there was variation of 72.1% on organization performance due to changes in decision making , training and development , employee autonomy and information sharing at 95% confidence interval. This shows that 72.1% changes on organization performance could be explained for by changes in decision making, training and development , employee autonomy and information sharing. The remaining 27.9% indicated that there are other factors, other than decision making , training and development , employee autonomy and information sharing, which affect organization performance of Safaricom. R is the correlation coefficient which shows the relationship between the study variables. From the findings, the study found that there was a strong positive relationship between the study variables as shown by 0.868.

Table 6: Model Summary

Model	R	R Square	Adjusted R Squared	Std. Error of the Estimate
1	.868	.753	.721	.01652

Analysis of Variance

From the ANOVA statistics, the processed data, which is the population parameters, had a significance level of 0.002 which shows that the data is ideal for making a conclusions on the population’s parameter as the value of significance (p-value) is less than 5%. The F calculated value was greater than the F critical value (9.603< 2.427) an indication that decision making, training and development, employee autonomy and information sharing significantly influence organization performance. The significance value was less than 0.05, an indication that the model was statistically significant. This shows that model had goodness of fit.

Table 7: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Residual	2.612	4	0.653	9.603	.002
Regression	11.016	162	0.068		
Total	13.628	166			

Beta Coefficients

From the above coefficients, the established regression equation was:

$$Y = 0.683 + 0.486 X_1 + 0.526 X_2 + 0.353 X_3 + 0.298 X_4$$

The equation above reveals that holding decision making, training and development, employee autonomy and information sharing, organization performance would be at 0.683

Decision Making and Organization Performance

From the regression equation the results reveal that decision making is statistically significant in explaining organization performance in Safaricom limited. This is an indication that a unit increase in decision making will lead to 0.486 an increase in organization performance. The study findings were in agreement with the findings of Zhang (2010) who argues that decision making is a core day to day activity that takes place in organizations and it has a great influence on organizational performance.

Training and Development and Organization Performance

From the regression equation the results reveal that training and development is statistically significant in explaining organization performance in Safaricom limited. This implies that training and development had positive significant effect on organization performance. This is an indication that a unit increase in training and development will lead to 0.526 increases in organization performance. The study findings were in agreement with the findings of Salas, (2012) who argues that training has an influence on the level of development in terms of skill base. Improved skill base has an influence on the performance of an organization.

Employee Autonomy and Organization Performance

Further from the regression equation the results revealed that employee autonomy is statistically significant in explaining organization performance in Safaricom limited. This implies that employee autonomy had positive significant effect on organization performance. This is an indication that a unit increase in employee autonomy will lead to 0.353 increases in organization performance. The study findings were found to be in agreement with the findings of Salas (2012) who argues that increased autonomy should make employees feel a greater responsibility for the outcomes of their work, and therefore have increased work motivation.

Information Sharing and Organization Performance

From the regression equation the results reveal that information sharing is statistically significant in explaining organization performance in Safaricom limited. This implies that information sharing had positive significant effect on organization performance. This is an indication that a unit increase in information sharing will lead to increase 0.295 in organization performance. The study findings concur with the findings of Gilannina, (2011) who indicated that information sharing had more relationships with the responsiveness of supply chain and also the strategy that was used.

Table 8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1 Constant	0.683	0.113		6.044	.001
Decision making	0.486	0.138	0.397	3.522	.009
Training and Development	0.526	0.128	0.431	4.109	.004
Employee Autonomy	0.353	0.102	0.286	3.461	.012
Information Sharing	0.298	0.089	0.214	3.348	.020

Conclusion

The study found that decision making had positive significant effect on organization performance. The study also found that increase in decision making would lead to increase in organization performance. From the finding the established that employee are called upon to contribute in strategic decision making, operational decisions making, routine decision and tactical decision and other avenues that are used to tap employee contribution towards a given agenda were made through suggestion boxes and open meetings. From the findings the study concludes that decision positively affects organization performance.

The study revealed that training and development had positive significant effect on organization performance. The study also revealed that increase in training and development would lead to increase in organization performance. The study established that training and development of employee had positive significant effect on organization performance, training brings positive results to the organization, employees are satisfied with the number of trainings the organization offers and organization offers scholarships for employees. From the findings the study concludes that training and development positively affects organization performance.

The study established that employee autonomy had positive significant effect on organization performance. The study established that employee autonomy had positive significant effect on organization performance. Employee autonomy is positively related to organization performance, employees were satisfied that autonomy promotes excellent performance of the organization, employee were satisfied with the level of autonomy they were granted and it improves the extent of service and organizational performance. From the findings the study concludes that autonomy positively affects organization performance.

From the finding the study found that information sharing had positive significant effect on organization performance. The study found out that employees are made aware of issues rapidly, employees are satisfied with the speed of flow of, employees prefer communication by email and phones, information access boosts organizational performance, there is bottom up communication in the company and there is top-down communication in the company and low degrees of participation with little employee autonomy have been identified as reasons for disappointing participation results. From the findings the study concludes that information sharing positively affects organization performance.

Recommendations

From the finding the study recommends that there is need for the management of Safaricom to involve their employees in all aspect of organization decision making as the study found that decision making had positive significant effect on organization performance. The study recommends that there is need management to continuously provide their employee skill based training as the study found that training and development had positive significant effect on organization performance.

There is need for the management to give employee autonomy, as increased autonomy should make employees feel a greater responsibility for the outcomes of their work, and therefore have increased work motivation. There is need for the management to enhance and increase information sharing as the study found that information sharing had positive significant effect on organization performance.

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