

Effect of leadership style on the relationship between the employee empowerment and job performance among staff in the County Government of Kakamega, Kenya

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ABSTRACT: County Governments have invested a lot in staff empowerment strategies such as employee training, employees rewards and information flow since inception. However, their effect on job performance has not been ascertained. Several studies have been conducted on this subject and their results were diverse. More than 25% of organizations reported no significant empowerment-oriented practices in their organizations. The purpose of this study was to analyse the effect of leadership style on the relationship between employee empowerment and job performance in the county government of Kakamega. This study covered the following theories: Agency Theory, Empowerment Theory, and Resource Based View Theory. A correlation research design was adopted for the study and the study targeted 242 respondents, drawn from all the county departments in the County Government of Kakamega. Simple random sampling, stratified sampling and purposive sampling were used in the study. A sample size of 171 respondents was used. The questionnaire was the main instruments for data collection. Reliability analysis results illustrated that Cronbach's alpha coefficients were above 0.7. The study employed criterion validity, construct validity of the instruments, and face validity. Data analysis and interpretation were based on descriptive statistics as well as inferential statistics using SPSS version 22. Data was presented using frequency tables, percentages and pie charts. The findings established that Introduction of leadership style on the relationship between employee empowerment and job performance among staff in the County Government of Kakamega decreased employee job performance from 69.8% ($R^2 = 0.698$) to 56.3% ($R^2 = 0.563$). It was recommended that the County government should consider embracing autocratic & participative leadership styles to enhance the relationship between employee empowerment and job performance. The output of the study would be utilized by the Department of Human Resources Management by the County Governments of Kenya in the formulation of a systematic process of applying employee empowerment. Finally, it would also contribute to scientific knowledge base for academic purposes for researchers in the area of employee empowerment.

Key Words: Leadership Style; Employee empowerment; Job Performance; County Government; Kakamega.

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I. INTRODUCTION

The notion of empowerment derived from alienation, industrial democracy, participative management and job enrichment (Eccles, 1993; Spreitzer et al., 1999b) and has become widespread (Bartunek and Spreitzer, 2006). It concerns a form of employee involvement initiative (Wilkinson, 1998) and refers to the degree with which employees are encouraged to make certain decisions without consulting their supervisors, so that organizational dynamics are initiated at the bottom (Michailova, 2002). Empowerment practices decentralize power by involving employees in decision making (Carless, 2004).

This aspect of empowerment is concerned with the behaviour of a supervisor (Lee and Koh, 2001) and so empowerment can be defined as a discretionary construct that has management providing employees with discretion and autonomy over their tasks (Hsieh and Chao, 2004). It focuses on the relationships between team leaders and members (Lee and Koh, 2001) and on the employee's perception of their individual power to cope with the events, situations and people they encounter at work (Carless, 2004).

The term empowerment originates from American community psychology and is associated with the social scientist Julian Rappaport (1981). However, the roots of empowerment theory extend further into history and are linked to Marxist sociological theory. These sociological ideas have continued to be developed and refined through Neo-Marxist Theory (also known as Critical Theory). In the field of citizenship education and

democratic education, empowerment is seen as a tool to increase the responsibility of the citizen. Empowerment is a key concept in the discourse on promoting civic engagement. Empowerment as a concept, which is characterized by a move away from a deficit-oriented towards a more strength-oriented perception, can increasingly be found in management concepts, as well as in the areas of continuing education and self-help.

According to Robert Adams, there is a long tradition in the UK and the USA respectively to advance forms of self-help that have developed and contributed to more recent concepts of empowerment. For example, the free enterprise economic theories of Milton Friedman embraced self-help as a respectable contributor to the economy. Both the Republicans in the US and the Conservative government of Margaret Thatcher built on these theories. 'At the same time, the mutual aid aspects of the concept of self-help retained some currency with socialists and democrats.' Empowerment implies that people at the lower levels of organisations sometimes know best – the leaders' role should be to act as coach and/or mentor and important decisions can be made at all levels of organisations (Robert *et al.*, 2000). It encourages service personnel to use their own judgment to make prompt decisions (Humborstadet *al.*, 2008b). In brief, empowerment practices could stimulate individual frontline service employees to deliver high-quality service as a discretionary effort (Hancer and George, 2003).

Human resources is one of the most reliable sources of organizational efficiency, effectiveness and performance. But though this may be true, strategies that are adopted by an institution to empower the employees can affect its performance. However, how these strategies interact with other institutional factors to influence performance is still unexplored (Naveh, 2011). The relationship between employee empowerment and performance has been a key issue in understanding the effectiveness of organizations. Empowerment involves giving employees the autonomy to make decisions about how they go about their daily activities (Carless, 2014). Chebet (2015) suggests that empowerment of employees is seen through organizational members who are inspired and motivated to make meaningful contributions and who have confidence that their contributions will be recognized and valued.

The concept of empowerment in the workplace has become a major theme in most organizations today. It has spurred scholarly debate by human resource and management practitioners who assert that empowerment increases performance in organizations (Wilkinson, 2018). Effective employee empowerment practices and strategies nurture favorable employee attitudes and this not only contributes to job satisfaction but also lead to organization commitment. With the changing business environment, competition, influence of technology, employee diversity, and change of consumer demands and costs of operation, organizations in developed and developing countries have to adopt Human Resource Management in order to be competitive.

In defining empowerment, Chebet (2015) refers to empowerment as a means of transferring sufficient and appropriate power to employees and making resources available to enable them succeed in their jobs. Hill and Huq (2014) contend that empowerment simply means giving employees a voice. Consistent with empowerment theory, psychological and structural theories of empowerment, researchers agree that the core element of empowerment is giving employees latitude over certain related tasks (Wilkinson, 2018). Samson, Kiiru, Evanson, Peter and Enos (2016) attest that SHRM practices including employee empowerment are decisions that have a long term impact on functional areas of a business enterprise. In the dynamic business environment, organizations are embracing strategic moves that seek to maximize productivity using human capital. In any competitive organizations, staff empowerment is a function that is inseparable from other core-functions of the firm. Without effective human resource empowerment strategies such as recruitment, training, compensation and performance appraisal, organizational competitiveness cannot be achieved.

Kiiru (2013) contends that strategic Human Resource empowerment is a practice that involves the use of integrated methods aimed at development human resource plans. By extension, these strategies describe intents and plans associated to the overall organizational considerations, employee resourcing, knowledge and development, reward and employee relations are some of the Strategic HRM that can enhance organizational competitiveness (Kiiru, 2013). This study investigates employee empowerment as the independent variable with employee training, employee rewards and employee access to information as the parameters of measure. The dependent variable is job performance while the moderating variable is leadership style.

Employee Training and Development involves all activities aimed at enhancing the knowledge, skills and competencies of the staff of the county government of Kakamega for effective service delivery. In this study employee training shall be measured by In house general staff training, and specialized staff training. Reward refers to a scheme of benefits in the form of wages, piecework, incentive pay bonuses, stock options, or any other things that may be given to employees for performance (Powpaka, 2018). In this study employee rewards will be measured by intrinsic and extrinsic rewards. Employee access to information referring to the relationship between the executive and the normal employee's trust to the employee and the reverse). Trust associated with interest, competence, openness and belief in the others (Abdollahi and Naveh, 2011). Capable people feel confident and assured that they be treated fairly and honestly; this indicates they are certain that the operators of center powers or the authority figures will not harm them and will treat them impartially. In this study this will be measured by interest, competence, openness and belief in the others.

The moderating variable of this study was the leadership style. Leadership is defined by Beiner(2011) as the channels of exercising authority and have influence on the ultimate success of a project. Leadership in this study will be measured by looking at the various leadership styles namely participative and Autocratic. Job performance will be the dependent variable in this study; it is the measure of prudential utilization of finances in county governments. In this study they shall be measured by customer satisfaction, and minimal staff turnover.

II. LITERATURE REVIEW

2.1. The influence of Leadership style as the Moderating Variable

Dalluay&Jalagat (2016) conducted a research on title impacts of leadership style effectiveness of managers and department heads to employees' job satisfaction and performance on selected small-scale businesses in Cavite, Philippines. The sample size used was 150. Survey questionnaires were designed to study the effects of manager leadership styles on employees' performance and satisfaction. 150 respondents were selected from corporations in Cavite, Philippines through random sampling with Slovin formula $wit n = N / (1+Ne2)$. Data were analysed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyse demographic variables (gender, age, length of service and leadership styles). Weighted mean were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The finding concluded that corporations should constantly make the most of leadership style which enhances employees performance and employee job satisfactory level even though there is still room for improvement.

A research was conducted by Widayanti&Putranto (2015) on analysing the relationship between transformational leadership and transactional leadership style on employee performance in PT.TX Bandung in Indonesia. The sample size used by the researcher was 92. The objective of the research was to find the relationship between transactional and transformational leadership to employee performance and the significant relationship between these two variables. This research consisted of primary and secondary data. Primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance. Validity and reliability test were used to measure quality of data. Multiple regression analysis was used to find the relationship because it has more than one independent variable. Data was sent for pass the classic assumption tests such as multicollinearity test, normality test, heteroscedasticity test and autocorrelation test before multiple regression analysis. The result proved that transactional and transformational leadership has positive relationship and its effects to employee performance either concurrently or partially.

Akram, Alam, Ali & Mughal (2012) conducted a research titled "how leadership behaviours affect organizational performance in Pakistan". Sample size used by the researchers was 1000, where 500 questionnaires were distributed to managers and another 500 to employees of various private and public sector companies in 66 cities through random selection. Non-probability sampling technique was used in this study. Two questionnaires were designed for managers and employees. Questions were related to leadership behaviours and organizational performance. Five point Likert scale was applied. Correlation analysis and regression analysis were applied to analyse the relationship and the effect of leadership behaviours on performance. SPSS version 16 was used to analyse the reliability of questions, and the reliability was checked in term of Cronbach's Alpha. The findings concluded that leadership behaviours are interrelated and have high positive impact with employee performance.

Ismail, Tiong, Ajis&Dollah, (2011) worked on a research titled Interaction between leaders and followers as an antecedent of job performance: An empirical study in Malaysia. Sample size used by the researchers was 200. This study used a cross-sectional method to integrate the research literature, the in-depth interview, pilot study and the actual survey to collect data. Convenience sampling technique was used. SPSS version 16 was used to analyse validity and reliability of data. Pearson correlation analysis and descriptive statistic was used to access research variables. Standardized coefficient of Stepwise regression analysis was used. The findings confirmed that interaction between leaders and followers does act as full antecedent of job performance.

Nasir, Nordin, Seman&Rahmat (2014) did a research on the relationship of leadership styles and organizational performance among IPTA academic leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public universities in Selangor were chosen. 201 academic leaders were chosen as the sample size. The questionnaire prepared in a form of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices inventory-Individual Contribution Self-Survey (1997) and Multifactor Leadership Questionnaire (MQL) had been adapted. Likert-Scale was used. All data were analysed by using SPSS version 20.0. The hypothesis testing from normality test with Normal Probability Plots for variables and other visual presentation measures such as histogram and box plot. Pilot test was used to test the consistency of

questionnaire. Cronbach's alpha was used to test reliability. The findings concluded that leadership behaviours are interrelated and have high positive impact with organizational performance.

Ojokuku, Odetayo&Sajuyigbe (2012) conducted a research on the impact of leadership style on organizational performance: a case study of Nigeria Bank in Nigeria. The sample size used by the researchers was 60. The study contained twenty of random picked banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyse data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles had positive effect on both performance and followers, and were highly recommended to banks especially in this global competitive environment.

Qingmin, (2012) undertook a study to investigate the relationship between leadership styles and organizational performance in china. In the study, a conceptual and structural equation model was setup through a questionnaire survey and a sample of 90 Austrian and 71 Chinese companies was undertaken. Data was analyzed quantitatively through partial least squares and the results tested by bootstrap methods. The findings from this study by Qingmin, (2012) reinforced the influence of leadership styles on performance as indicated by studies carried out by Paurav (2019) on the same subject. In studies carried out by Qingmin, (2012), leadership and structure were found to have more influence on organizational learning than on innovation. In addition, whereas organizational leadership styles were found to have a direct influence on performance, organizational learning was found to have an indirect influence on performance.

In another study by Qingmin(2012) on leadership as a moderating variable between empowerment and performance in china, innovation and learning were found out to be the main factors influencing the relationship between leadership and organizational performance. The study indicated that senior managers think organizational structure improves organizational performance directly through innovation while middle level managers think organizational learning has an important mediating effect on organizational performance. Learning as a cognitive factor influencing organizational performance was also identified by Gibson J. L. (2009) while innovation as a factor influencing organizational performance was also identified by studies carried out by Paurav(2019). Therefore organizational performance is depicted as a variable of both contextual and cognitive factors and not just the performance system in place.

In another study by Leventand Mehmet (2014) in Australia on the influence of leadership style as a moderating variable between entrepreneurial orientation and expansion performance, the expansion decision-making process of an international hotel group was investigated. In the study, in-depth interviews, observations and document analysis were used as the data collection techniques. The findings suggested that centralized organizational structures are likely to be formations of managerial insecurity and style of leadership is key in determining level of staff development and their ultimately job performance. Angote (2019) observes the same trend in the public sector in Kenya where some departmental heads hardly delegate nor do they take leave sessions due to the centralized system of corporate governance.

Although studies carried out by Leventand Mehmet (2014) did not address the influence of organizational leadership styles, implementer attitudes and skills on organizational performance, the study demonstrated the negative influence of a centralized decision- making structure on organizational performance. In respect to government bureaucracies, Angote (2019) argue that they negatively influence employee innovation and performance in the public sector in Kenya. That the study by Leventand Mehmet(2014) indicated lack of motivation among employees entrusted with organizational expansion in a bureaucratic system is a pointer to the negative influence of an organizational structure.

2.2 Employee Job Performance

Timberlake (2012) in his study on the business case for sustainable development: making a difference toward the earth found that on the level of marketing sustainability, the aspects of competitive advantage are becoming the most stressed issues. Earlier, and for most public county governments even today, legal and social pressures played a primordial importance for thinking about and acting in sustainability matter. Nowadays, an increasing number of public county governments realize the need to implement employee capacity building strategies for maintaining competitiveness. Employee satisfaction issues are increasingly integrated into overall company strategy, into strategy of business units and into that of different company's functions as well, such as innovation, purchasing, marketing, human resource management, and so on.

A study on strategic orientation and firm performance in an artistic environment building on the market orientation research was explored by (Voss & Voss, 2000). The study examined the impact of three alternative strategic orientations—customer orientation, competitor orientation and product orientation—on a variety of subjective and objective measures of performance in the nonprofit professional theater industry. The

study instituted a two-stage research design in conjunction with Theatre Communications Group (TCG), a national service organization for the nonprofit professional theater field. To test the hypotheses, the study conducted a series of regression analyses that substituted the various performance measures as dependent variables. For each performance measure, the study conducted a hierarchical, moderated regression analysis that tests for independent and interaction effects for the hypothesized moderator. The results indicated that the association between strategic orientation and performance varies depending on the type of performance measure used (Voss & Voss, 2000). However, the most unambiguous result was that a customer orientation exhibits a negative association with subscriber ticket sales, total income, and net surplus/deficit. The study's focus on a single artistic industry limited the generalizability of the findings.

Results of the few empowerment studies conducted in high power distance cultural contexts have been inconsistent (Hui et al., 2004; Powpaka, 2008). For example, Robert et al. (2000) failed to obtain conclusive findings. In their study, the empowerment-job satisfaction relationship was revealed to be negative in the India sample, but this relationship was found otherwise in some other high power distance country samples. On the other hand, Hui et al. (2004) provided support for variation in empowerment effects on job satisfaction and the intention to comply with customer requests being a function of power distance, after controlling some extraneous variables. Also, empowerment's effect on organizational commitment shows inconclusive results. Bhatnagar (2007) and Chen and Chen (2008) found that some of the sub-dimensions of empowerment were positively correlated to organizational commitment, but others were negatively or not correlated to organizational commitment in their India and Taiwan samples, respectively. It is important that this uncertainty be explored further because of the growing economic importance of China (a high power distance country, as noted above) and the number of Western managers entering China with possibly misplaced ideas about empowerment.

Gloria and Ding (2015) investigated the mediating effects of a firm's competitive strategy in the market orientation-performance relationship. Based on a sample of 371 operations firms in China, evidence was found that the three dimensions of market orientation exert different effects on competitive strategy and performance. Among them, employee satisfaction and orientation has the strongest association with competitive strategy and market performance. This lends credence to a component wise approach on the study of the relationship between market orientation and performance. The results of structural equation analyses indicate that the mediating effect of competitive strategy is mainly revealed in innovation strategy, the most vital factor in creating superior value for the company in the emerging market.

A number of studies have been done on employee job performance but under different contexts in Kenya. Murage (2011) analyzed the competitive strategies in the petroleum industry and found that service stations use hiring high end skills to foster job performance as a method of obtaining competitive advantage over other service stations. Gathoga (2011) focused on competitive strategies by commercial banks in Kenya. The study revealed that banks in Kenya use various means including employee capacity building and rewards in order to remain competitive, he also concluded that expansion into other areas by opening new branches has also, been used as a strategy.

Kimotho (2012) did a study on the impact of employee job performance on the financial performance of CFC Stanbic Bank Limited. The link between this employee job performance and the financial performance of commercial banks form the framework of the study. A case study approach was employed to determine the impact of competitive strategies on the financial performance of commercial banks specifically focusing on CFC Stanbic Bank Ltd in Kenya. Content analysis was used to analyze the data collected in this study. The presentation of the analysis and interpretations was captured in two parts: the first part capturing the general information in regard to those sampled, while the second part was further subdivided into parts capturing; Segmentation Strategies; Price Strategies; Delivery and Distribution Strategies; Promotional Strategies; Risk management strategies; Product and service differentiation strategies and performance of the bank. The results indicate that those companies that are effective at rapidly bringing innovative diverse ways of fostering employee motivation and rewards are likely to enjoy high job performance and competitive advantage. The results therefore attributed the improvement in financial performance on the competitive strategies that the bank has been undertaking in the past years of its existence.

The study by Zott and Amit (2007) examined the fit between a firm's product market strategy and its business model. Data was collected on a sample of firms that had gone public in Europe or in the United States between April 1996 and May 2000. The study randomly sampled 170 firms on their business model characteristics and product market strategies. Analysis for the study was done through descriptive statistics, confirmatory factor analysis and partial least squares regression. The study manually collected dataset and found that novelty-centered business models—coupled with product market strategies that emphasize differentiation, cost leadership, or early market entry—can enhance firm performance. Data suggested that business model and product market strategy are complements, not substitutes (Zott and Amit, 2007). The study was however limited in addressing how business models evolve and in particular how they co-evolve with the product market strategy of the firm.

III. METHODOLOGY

3.2 Research Design

The researcher employed correlation research design. Correlational design was used to analyze the relationships among many variables in a study and also avail information on the relationship of variables being studied (Kothari, 2014). This is because the study interrogated the interactions between independent variables and the dependent variable. The philosophy for this study was pragmatism since the overall approach to research is that of mixing data collection methods and data analysis procedures within the research process (Creswell, 2013).

3.5.1 Sample Size

Sampling being the process of obtaining information about an entire population by examining only a part of it; its sample size was arrived at using Slovin's formula:

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

Where: N= the population; n = sample size and E=

Tolerance level of confidence or probability level of $\alpha=0.05$

Substituting into the formula gave a total sample of 171 respondents.

IV. RESULT AND DISCUSSION

4.1 Moderated Results of Leadership Style on the Relationship between Employee Empowerment and Job Performance

This objective aimed at establishing the effect of leadership style on the relationship between employee empowerment and job performance. Leadership style was the moderating variable having ten (10) statements based on the five point Likert Scale. To achieve this, the variables for leadership styles and employee empowerment were regressed against the mean of employee job performance.

Its hypothesis stated: H₀4: There is no significant moderating effect of leadership style on the relationship between employee empowerment and job performance in the County Government of Kakamega.

The test model is as follows:

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

Y=Aggregate mean score for job performance

β = beta, the coefficient of the independent variable and moderating variable

N=Leadership style

X₁=Aggregate mean score for employee training

X₂=Aggregate mean score for access to information

X₃=Aggregate mean score for employee reward

ε = error term

Table 4.1: Moderated Multiple Regression Results of Leadership Style on the Relationship between Employee Empowerment and Job Performance

Model	R	R Square	Adjusted R Square	Model Summary		Change Statistics			
				Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	0.625 ^a	0.390	0.319	1.02787	0.227	8.947	6	144	0.000
2	0.820 ^b	0.672	0.614	0.77314	0.281	16.789	7	137	0.000
3	0.404 ^c	0.163	0.102	1.17999	0.163	2.661	11	150	0.004

1. Overall employee empowerment (predictor)
2. Overall employee empowerment + leadership styles (predictors)
3. Overall employee empowerment + Leadership styles + Interaction term (predictors)
job performance (dependent variable)

Results from Table 4.1 illustrate that employee empowerment contributed significantly ($p < 0.05$) to the model and accounted for 39.0% variation in employee performance ($R^2 = 0.390$). Introduction of the leadership style to the model was found to explain 28.1% of variation in job performance {R square change = 0.281, F change (7,137) = 16.789, $p < 0.000$ }. Model three (3) was obtained after introducing an interaction term, a product of employee empowerment and leadership styles. As a result, the overall model yielded 16.3% variation in job performance of employees in the County Government of Kakamega. The variance of 16.3% in job performance confirms moderation {R square change = 0.163, F change (11,150) = 2.661, $p < 0.004$ } since the variation in job performance changed from 22.7% to 16.3% (R change = 0.227). Results illustrated that there was

a statistically significant and positive moderating effect of leadership style on the relationship between employee empowerment and job performance in the County Government of Kakamega. These results implied that if leadership enhances the relationship between employee empowerment and employee performance in the County Government of Kakamega.

Table 4.2: Moderated ANOVA Results of Leadership Style on the Relationship between Employee Empowerment and Job Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.472	17	5.734	5.427	0.000 ^a
	Residual	152.139	144	1.057		
	Total	249.611	161			
2	Regression	40.753	11	3.705	2.661	0.004 ^b
	Residual	208.858	150	1.392		
	Total	249.611	161			
3	Regression	167.720	24	6.988	11.691	0.000 ^c
	Residual	81.891	137	0.598		
	Total	249.611	161			

1. Overall employee empowerment (predictor)
 2. Overall employee empowerment + leadership styles (predictors)
 3. Overall employee empowerment + Leadership styles + Interaction term (predictors)
- Job performance (dependent variable)

The ANOVA results in Table 4.2 were used to determine the significance of the model. Results of the three (3) models indicated that there was a statistical significant and positive moderating effect of leadership style on the relationship between employee empowerment and job performance in the County Government of Kakamega since all the F-values for the three models were positive and significant {F (17,44) = 5.427; F (11,150) = 2.661 and F (24,137) = 11.691}.

Results illustrated that there was a statistically significant and positive moderating influence of leadership style on the relationship between employee empowerment and job performance in the County Government of Kakamega. In model 1, overall employee empowerment had a significant and positive effect on employee job performance on the model (B=0.589, β =0.602, t= 9.886, p=0.001). In model three (3), introduction of interaction term, that is, interaction of the employee empowerment and leadership styles on job performance yielded a significant and positive relationship between employee empowerment and job performance.

Table 4.3: Moderated Model Summary Results of Leadership Style on the Relationship between Employee Empowerment and Job Performance

Models	Model Summary ^c					Sig.
	Unstandardized Coefficients	Standardized Coefficients	Beta	t		
	B	Std. Error				
	Constant	0.716	0.767		0.934	0.352
1	Overall employee empowerment	0.589	0.060	0.602	9.886	0.001
	Overall employee empowerment	0.516	0.104	0.740	4.989	0.000
2	Leadership styles	0.539	0.087	0.627	6.233	0.000
	Overall employee empowerment	0.347	0.251	0.243	1.385	0.000
3	Leadership Style	0.195	0.063	0.237	3.090	0.002
	Interaction Term	0.130	0.057	0.158	2.288	0.024

i) Dependent Variable: Job Performance

ii) Independent Variable: Employee Empowerment

However, introduction of the interaction term on relationship between employee empowerment and job performance reduced the overall effect of employee empowerment on job performance in the County Government of Kakamega as indicated by the regression coefficients (B): employee empowerment {from 0.589 (Model 1), 0.516 (Model 2) to 0.347 (Model 3)}. Regression gradients measure the strength (depth) of the relationship between the variables.

In the test criterion, the null hypothesis was rejected since the p-value was less than 5% (0.05) since there was a statistically significant and positive effect of leadership style on the relationship between employee empowerment and job performance in the County Government of Kakamega. In the test criterion, the null hypothesis (H_0) was rejected since the p-value was less than 5% (0.05) and there was a statistically significant and positive moderating effect of leadership style on the relationship between employee empowerment and job performance among staff in the County Government of Kakamega.

Qingmin (2012) conducted a study on leadership as a moderating variable between empowerment and performance in china, innovation and learning were found out to be the main factors influencing the relationship between leadership and organizational performance. The study indicated that senior managers think organizational structure improves organizational performance directly through innovation while middle level managers think organizational learning has an important mediating effect on organizational performance. Learning as a cognitive factor influencing organizational performance was also identified by Gibson (2009) while innovation as a factor influencing organizational performance was also identified by studies carried out by Paurav (2019). Therefore organizational performance is depicted as a variable of both contextual and cognitive factors and not just the performance system in place. Although studies carried out by Levent and Mehmet (2014) did not address the influence of organizational leadership styles, implementer attitudes and skills on organizational performance, the study demonstrated the negative influence of a centralized decision- making structure on organizational performance. In respect to government bureaucracies, Angote (2019) argue that they negatively influence employee innovation and performance in the public sector in Kenya. That the study by Levent and Mehmet (2014) indicated lack of motivation among employees entrusted with organizational expansion in a bureaucratic system is a pointer to the negative influence of an organizational structure.

V. CONCLUSIONS AND RECOMMENDATIONS

Results illustrated that there was a statistically significant and positive moderating effect of leadership style on the relationship between employee empowerment and job performance in the County Government of Kakamega.

Study recommended that the county government should consider embracing autocratic and participative leadership styles as this will enhance the relationship between employee empowerment and job performance.

5.1 Suggestions for Further Research

- i). A similar study should be conducted in other county governments in Kenya to ascertain if similar results would be obtained.
- ii). Future studies can consider selecting other moderating variables other than leadership style to ascertain the effect on the relationship between employee empowerment and job performance.
- iii). Future studies may consider including all cadre of employees so as to find out whether the same results would be replicated.

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