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INFLUENCE OF EMPOWERMENT PRACTICES ON EMPLOYEE PERFORMANCE AT EQUITY BANK (KENYA) LIMITED

Muturi, I. N.,[1*] & Were, S.[2]

[1*] Msc. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya
[2]Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

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ABSTRACT

The purpose of the study was to establish the influence of the employee empowerment practices adopted by Equity Bank (K) limited and how they directly affect employee performance. Specifically, the study sought to establish the influence of employee promotions, assess the effect of training, establish the influence of consultation and find out the effect of job enrichment on employee performance in credit department at Equity Bank (K) limited. The study was grounded on Employee Empowerment Theory and Critical Theory of Employee Empowerment. The study used a stratified random sampling method to select the desired sample size of 198 respondents from a target of 261 employees in credit Department. The unit of observation was credit managers, the supervisors and credit clerks. The study used questionnaires with both closed and open-ended questions as the data collection instrument. The questionnaires were pilot tested to determine the validity and the reliability of the instruments. The collected data was analyzed with the help of SPSS version 21. Both descriptive and inferential statistics were used to analyses the data. The data was then presented in the form of tables, figures and charts. The study found out that there is a positive correlation between employee training, employee promotion, access to information & teamwork structure and organizational performance. The study concluded that an increase in the independent variables will lead to an increase in performance. The study recommended that policy makers should design and implement policies that strengthen employee empowerment since it is a platform for improving performance. The study also recommended that Equity Bank should invest in employee training, equitable promotional strategies, and apparatus to improve access to information and in strengthening teams, since empirical findings indicated that these improve performance.

Key Words: *Employee Promotions, Employee Training, Consultation, Job Enrichment, Employee Performance*

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INTRODUCTION

Rapid environmental shifts are causing fundamental transformations that have a dramatic impact on the way organizations are managed. The transformations reflect a shift of paradigm from old paradigm known as the old workplace to new paradigm as the new workplace (Daft, 2003). This shift spawns' differences in various organizational characteristic aspects, organizational strength, and managerial competence in organizational management. Key among organizational characteristics in this paradigm shift is related to Human Resources. These have shifted from dependable employees to empowered employees (Ratmawati, 2007). Employee empowerment is a strategy and philosophy that enables employees to make decisions about their jobs and helps employees own their work and take responsibility for their results as well as serve customers at the level of the organization where the customer interface exists. It is one of the keys to implementing profitability improvement and other organizational change and maintaining continuous improvement (Lashley, 2000).

According to Bateman and Snell (2002) empowerment is the process of sharing power with employees, thereby enhancing their confidence in their ability to perform their jobs and their belief that they are influential contributions to the Organization. Empowerment has been defined by Carver sited in Vikas (2000) as an authority, in terms of encouraging and allowing individuals to take personal responsibility for improving the way they do their jobs and contribute to the Organizational goals. Employee empowerment has become a buzzword and a recent management trend in both the public and private sectors (Pitts, 2005). Employee empowerment has received a wide recognition as an important subject in management circles mainly because it is seen as one of the fundamental elements of managerial and organizational effectiveness that increases when power and control are shared in organizations (Ergeneli *et al* ., 2007). Thus employee empowerment has been hailed as a management technique which can be applied universally across all organizations as a means of dealing with modern global business (Demitriades, 2005). Generally, employee empowerment comprises of innovative approaches in working with people and a shift of power from the top management control to lower level management of the organization (Tzafrir, 2004).

Keeping up with the constant changing trend of global business atmosphere is perhaps the most substantial concern for both the people and the organizations. In order to react to the changes and diverse requirements of customers and stakeholders, employees face numerous challenges in steering their performance. Employees frequently struggle to seize and restrain their managerial authority (Checkland 2004) to encounter those challenges. One of the core challenges for enterprises in this era of globalization is to provide prompt responses that make customers satisfied, and to increase productivity.

The reforms in the public sector in Africa, though has not focused directly in employee empowerment, has focused in creating an environment that is conducive for further human resource development strategies to enhance employee empowerment. History of public sector reforms in Africa can be dated to the 1960's when most African countries were earning their independence and had to develop strategies to govern their countries. The public sector reforms, given the state of development in Africa and the performance of the governments in terms of service delivery to the citizenry, still remains a necessary and on-going policy objective for many developing countries (Hope, 2011).

There has been very little study locally on employee empowerment practices most of the studies have focused on other HR related issues for instance a

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study carried out on Equity bank by Gathai (2009) focused on innovation strategies adopted by Equity bank limited and concluded that use of staff who understand culture and environmental analysis was key to the success of the company.

Equity Bank has been diversifying and growing in the region, in May 2011 the bank announced a raft of changes in its top management that saw some of its departments merged and others scrapped. This led to review of job roles and people placement within the group. At the same time a number of new functions were created to provide support in some areas of the business, the bank outsourced some activities that were not core. Equity bank Ltd is in the service industry where empowerment of employees is a key ingredient for success. The employees act as an interface between customers/clients and the bank. The inability of the bank's management to control the service encounter makes the employees responsible for the quality of service delivered to the customers. In order for the management to trust that employees are successful in dealing with their customers, they give the employees the authority and necessary support to succeed at it.

Statement of the problem

Kenya's banking sector, Equity Bank included, has been evolving quite fast and adapting to the challenges in its environment which include a poor and declining economy, cyclical interest rates, high incidence of non-performing loans, changes in the regulatory environment and a fluid and volatile political environment (Commercial Banks Directory 2017). The issues and challenges facing the Equity Bank have never been as turbulent and unpredictable as they are today due to the globalization and liberalization of the economy, interest capping, intensive competition, fast developments in and increased adoption of information and communication technology, emerging multilateral trading order, hence the need for continuous learning and adaptation for sustainable competitive advantage (Kirubi, 2014).

The existing literature presents a strong case for empowerment of employees. Many studies have been done on employee empowerment programs both locally and internationally. Internationally, Jarrar and Zairi (2002) on employee empowerment best practices in the UK; Melhem (2004) on the antecedents of customer-contact employee's empowerment among Retail Banks in Jordan; Ratmawati (2007) on managerial competency and management commitment to employee empowerment among Banking Companies in Australia; and Ongori and Shuda's (2008) study on strategies for success of employee empowerment among selected organizations in Botswana. These studies have laid focus on different conceptual aspects of empowerment and others on different contexts. Naeem & Saif (2010) established that customers of Banks with empowered employees were highly satisfied as compared to the local bank. Torrington (2005) noted that it is quite possible to run a successful business without involving employees in management activities to any meaningful extent but the chance of sustained success is higher when employees are involved.

Locally, Angwenyi's (2009) study on the employee empowerment practices in commercial banks in Kenya. Monari (2007) established that the three key elements of empowerment include meaningful work self-determination, decision making regarding their work in her study on factors that influence employee perception of empowerment on staff of the University of Nairobi. Gumato (2003) on the relationship between the perceived empowerment and job satisfaction of employees in commercial banks in Nairobi; Lwangasi (2008) on the relationship between empowerment and job satisfaction among employees in the Non-Governmental Sector in Kenya; Oginda (2008) on the relationship between training and employee empowerment at Kenya Electricity Generating Company Limited (Kengen); and Bakari (2008) on the relationship between employee empowerment and performance of City Council of Nairobi. Gathai (2009) carried out a study on innovation strategies adopted by Equity bank limited and concluded that use of staff who understand culture and environmental analysis was key to the success of the company.

Organizational objectives are more effectively and efficiently achieved if employees have some say in decision making especially as it affects their own areas of work. None of these researchers focused on the empowerment of employees and its impact on Equity bank ltd. This study therefore sought to establish influence of employee empowerment on employee performance at Equity bank. It sought to answer the question: What are the influence of employee empowerment practices on their performance at Equity Bank Ltd, Kenya?

Objectives of the study

The main objective of this study will be to establish the influence of employee empowerment practices on employee performance at Equity Bank (Kenya) Limited. The specific objectives were:-

- To establish the influence of training on employee performance at Equity Bank (Kenya) Limited
- To assess the influence of promotions on employee performance at Equity Bank (Kenya) Limited
- To establish the influence of access to information on employee performance at Equity Bank (Kenya) Limited
- To examine the influence of teamwork structure on employee performance at Equity Bank (Kenya) Limited

LITERATURE REVIEW

Theoretical Review

Employee Empowerment Theory

Employee empowerment theory was developed by Thomas & Velthouse, (1990). The theory postulates that if employees are informed and free to behave in a less encumbered manner, they are enabled to carry-out their job responsibilities more effectively and efficiently. When employees understand the vision, mission and goals; are trained; are given decision-making authority and are provided an environment relatively free of punitive consequences for making a mistake; they will demonstrate more responsibility, accountability, initiative and risk-taking.

Thomas & Velthouse, (1990) defined the concept of empowerment as increased individual motivation at work through the delegation of authority to the lowest level in an organization where a competent decision can be made. It argues that when properly handled employee empowerment is a win-win situation all around because by making employees more productive, it also makes you more productive. By tapping into the knowledge and energy of your employees, you not only take advantage of the "many heads are better than one" thesis, you get to focus on your own most profitable tasks-the reason you are getting paid the big bucks in the first place.

Critical Theory of Employee Empowerment

The critical theory was developed by Townley, (1995). The theory suggests that empowerment programs should make it possible for disenfranchised members to overcome being dominated by others. To do this, these programs have to identify the way the disenfranchised are being dominated, as well as who is controlling their behavior. In this concept, for individuals or organizations, empowerment is a process of gaining control over one’s own situation. But such critical forms of empowerment are typically outside the field of management, where they have been applied to a broad spectrum of groups, such as women, ethnic, minorities and consumers. The problem of empowerment, which also can't be solved by the empowerment continuum, is that it is intangible and not absolutely measureable and each person in touch with empowerment envisions what it means to him/her and attaches a personal meaning to the concept.

Therefore, it can't astonish that empowerment means something quite different to most managers than it does to critical theorists. The theory claims that managers have emphasized a transitive use of empower as a verb: to grant or bestow power. On the opposite the critical theorists, however, have adopted the reflexive usage: to gain or assume power over someone else.

Kanter's Theory of Empowerment

Kanter (1993) defines empowerment as the ability of an individual to independently make decisions and utilize available resources to accomplish the necessary goals. The theory depicts that an organization is meant to give empowerment and equal access to empowerment opportunities. Negative impact on employees will come if the organizational structure does target to provide empowerment and the opportunities that come from empowerment. This makes the employees morale to subside and thus their commitment is lowered. An organization that is empowered and well-structured has an increased autonomy, job satisfaction, and commitment among employees (Kanter, 1993).

Equal opportunities towards empowerment opportunities especially power will help to increase the employee's attitude towards the job. This will also help in the reduction of stress and bring out full commitment to increase the organizations productivity. Several empowerment opportunities will also increase healthy competition and will keep motivating the employees to follow all employee guidelines to be attain the power positions. This theory tries to show that in an empowered organization there exist four work empowerment structures namely access to information, access to resources, management support, and job related opportunity.

Information is the backbone of getting knowledge and can be done through training. Access to information allows the employees to know all the employee guidelines, their rights and the standards that are used by the organization in performance measurements. Access to resources refers to the ability to obtain facilities that are required during work. An organization has to ensure equal access to resources to ensure employees are not hindered to achieve their potential.

Social Exchange Theory

This theory purports that organizational commitment is a factor of support. This means that there is a strong relationship between employee empowerment and the support that the employees are getting. This perceived support is drawn from Social Exchange Theory that was developed by Blau. Social Exchange Theory explains the employee to organization relationship and how it affects organization performance. According to the theory, each party has perceptions and expectations regarding the behavior of the other party, but these expectations and perceptions are related with the timing or the specifics of what each party must render (Blau 1964).

Thus it explains that when two parties have benefited from a trade-off, neither of the two parties will realize that the other did not fully meets its expectations and targets. Social exchanges involve reciprocity (Tansky and Cohen, 2001). Social exchange theory is all about the perceived support that the employees need in order to feel comfortable. When

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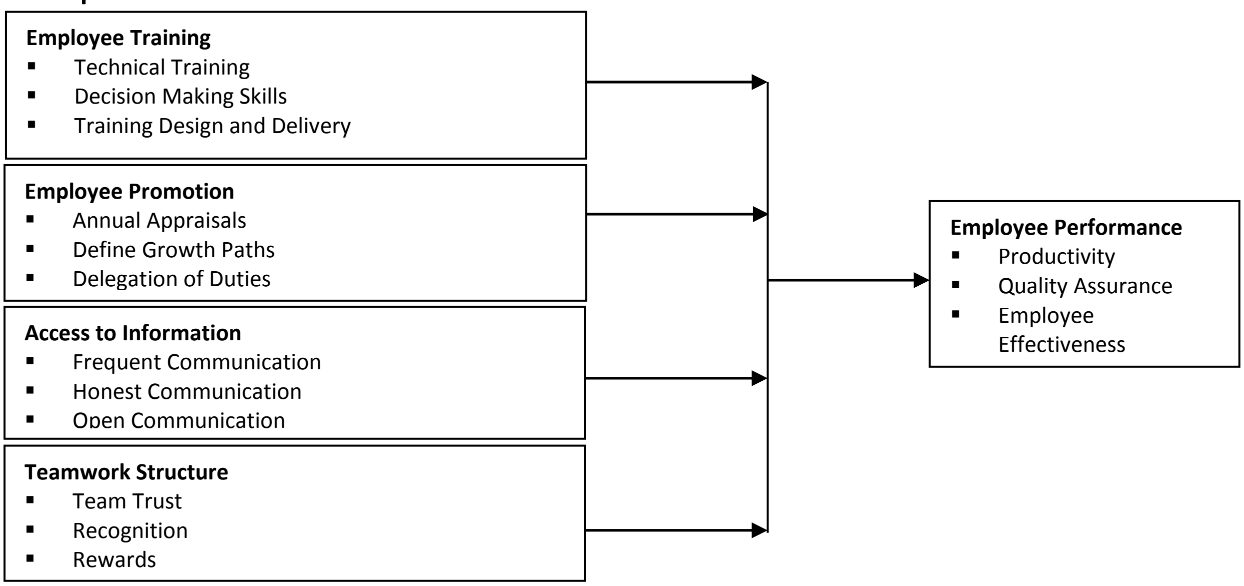
the employees are comfortable then this will be mitigated through their contributions to the organizations prosperity. In social exchange theory the employees must be able to receive the perceived organizational support so that they will feel the organization is deeming their efforts valuable.

Conceptual framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2019)

Empirical Literature Review

Employee Training

Bartlett (2001) carried out a study to examine the relationship between employee attitudes toward training and feelings of organizational commitment among a sample of 337 registered nurses from five hospitals. Using social exchange theory as a framework for investigating the relationship, the researcher found that perceived access to training, social support for training, motivation to learn, and perceived benefits of training are positively related to organizational commitment. The study concluded that employees were more affectively committed to the organization when they received supervisor and coworker support.

Eisenberger *et al* . (2001) carried out their study in the United Stated where they surveyed 400 postal employees to investigate reciprocation's role in the relationships of perceived organizational support with employees' affective organizational commitment and job performance. The study found out that organizational support increased the employees' feeling for and caring about the organization's welfare and goals, and this feeling led to the increase of their commitment to the organization.

Employee Promotions

Malik, Danish, and Munir, (2012) examined the impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan. Non- probability random sampling technique and multiple regression analysis was applied and 200 questionnaires were distributed to collect the responses and 5-points Likert scale was used to measure the responses. Random selections were made once over a period from public and private universities of Punjab, Pakistan. Results replicate previously available data and precision based. Pay has significant influence on job satisfaction but the promotion has less influence and partially significant to the job satisfaction.

Butt, Rehman, and Safwan, (2007) conducted a study measuring the effect of pay, promotion and training on job satisfaction in pakistani service industry. The sample of this study consisted of 150 employees of both private and public sector service organizations in the vicinity of twin cities of Rawalpindi and Islamabad. A questionnaire was used to gather data regarding above mentioned variables and demographic characteristics of the respondents. Data then analyzed with the help of SPSS using regression analysis and Independent Sample T Test. A positive and significant relationship was found between job satisfaction and factors like compensation, training and promotion.

Access to Information

Femi, (2014) examined the impact of communication on workers' performance in selected organizations in Lagos State, Nigeria. Data for the study were collected through questionnaire with sample population of 120 respondents. The result of this study revealed that a relationship exists between effective communication and workers' performance, productivity and commitment.

Titang, (2013) conducted a study on the Impact of Internal Communication on Employee Performance in an Organization. The paper sought to demonstrate the influence of internal communication on employee job performance in an organization by looking at certain internal communication elements. A survey instrument (questionnaire) was used to assess employees' perceptions of the communication climate, quality of information and communication, communication channels and discretionary effort. A qualitative\quantitative approach was used to describe and analyze data collected for the study from 17 respondents out of a sample population of 25 participants. The findings of the research revealed that internal communication has a significant impact on the overall performance and productivity of employees. Additionally, face to face communication or oral communication was an often utilized communication channel or form. From the study it was also discovered that employee performance in the organization was at certain times stifled due to communication structures that were poor and inadequately utilized and the non-involvement of all employees in the decision making process. However, the research also revealed a controversy between rhetoric and actual communication practices.

Teamwork Structure

Mulika, (2010) examined the Impact of teamwork on employee performance in strategic management and the performance improvement department of Abu Dhabi Police, UAE. The objective of the study was to identify factors associated with teamwork, identify the positive or negative effects of teamwork on employees and to examine the impact of teamwork on organization performance. The research study analyzed the impact of teamwork on organizational performance on the employees of Komfo Anokye Teaching Hospital and Ejisu Government Hospital. Several measures of team performance were analyzed including team trust, recognition and rewards. Convenience sampling technique was used to select the employees whiles purposive sampling technique was used to select management in the organization. A self-structured questionnaire was used in the data collection. The research study used correlation techniques in order to analyze the relationship between two variables that was Teamwork and Organization Performance. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance.

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Manzoor, Ullah, Hussain, and Ahmad, (2011) conducted a study on the effect of teamwork on employee performance. Several measures of employee performance were analyzed including esprit de corps, team trust and recognition and rewards. There is clear evidence that teamwork and other measures of employee performance are positively related with employee performance. The self-administered questionnaires were distributed within the Directorate of Higher Education, (KPK) Peshawar, including four Government Degree Colleges (GDC's) of boys and girls located in Peshawar and Kohat area. The research study used regression and correlation techniques in order to analyze the relationship between two variables that is Teamwork and Employee Performance. The result of the study showed that there is a significant positive impact of predictors on the response variable.

METHODOLOGY

The research design that was employed in this study was descriptive research design. Cooper and Schindler (2008) demonstrate that the essential features of descriptive that lies in the objectives. The target population for this study was all the employees in credit including supervisors. There were 261 employees in head office at Equity bank Kenya: 11 were in management; 31 in supervisory level; 219 were in clerks' level. This study used primary data that was collected through use of a questionnaire. Data was analyzed using both descriptive and inferential statistics.

FINDINGS

Descriptive Statistics

This section presents the descriptive findings of the study based on the variables. The study was guided by the following variables: Employee training, Employee Promotion, Access to Information, Team work Structure and Employee Performance at Equity bank headquators.

Employee Training

The first objective of the study was to find out the influence of employee training on employee performance at Equity Bank Headquartors. The findings in table 1 were based on means and standard deviations obtained from the responses given on a 5-point Likert scale. The data collected on this scale showed the level of agreement of the respondents to the given aspects of employee training and employee performance. Based on the Likert scale, a mean value in the interval of up to 1 was an indication of a strong extent of disagree, 1.0 – 2.9 is disagree, 2.0 – 2.9 was a moderate extent of agreement, 3.0 – 3.9 is agree and a mean value of above 4.0 is an indication of a strong extent of agreement. The standard deviation measures the level of variance in the responses from the actual mean.

The study found that majority of the respondents agreed that staff were offered technical training to improve execution of work (M = 3.84; SD = 0.934). The respondents strongly agreed that the training offered aid in building decision making skills when tackling arising problems (M = 4.00; SD = 0.868); majority agreed that different training designs are used during training to enable mastery of concept under study (M = 3.96; SD = 0.763) and that delivery methods of training under taken are effective an suitable for each training (M = 3.89; SD = 0.830). The findings indicate that strategic formulation considers credit lines followed before loan is issued (M=3.70; SD 0.829). Respondents agreed that there is continuous on the job training given to improve experience of junior staff (M=4.00; SD=0.818). The respondents also agreed that each staff is given equal opportunity to undergo training (M=3.00; SD+ 0.801). The standard deviations were small showing small variations from the individual means. These findings agree with those by other scholars. A study by Adekunle, Samuel, Olugbenga and Kehinde (2014)

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indicated that training improves commitment which impacts on performance positively.

Table 1: Descriptive Statistics on Employee Training

	N	Mean	Std. Deviation
Staff are offered technical training to improve work execution	172	3.84	.934
Training offered aid in building decision making skills used in tackling arising problems	173	4.00	.868
Different training designs are used during training to enable mastery of concept under study	171	3.96	.763
Delivery methods of training under taken are effective an suitable for each training	172	3.89	.830
Strategic formulation considers credit lines followed before loan is issued	170	3.70	.829
There is continuous on the job training given to improve experience of junior staff	170	4.00	.818
Each staff is given equal opportunity to undergo training	171	3.00	.801

Employee Promotion

The second objective of the study was to examine the effect of employee promotion on employee performance the Equity Bank Headquarters. The results in table 2 showed that 60.9% agreed with the statement that Equity Bank carries out annual appraisal on staff to determine promotional needs of each individual. A total of 58.6% agreed that there is a define known and understood growth part for all the employees , while 25.0% agreed that occasionally senior staff delegates duties and roles to be performed by the junior staff, 42.0% agreed that the annual appraisal were conducted in professional manner without any internal or external interference, while 66.5% agreed that the growth path was objective and rewards meritocracy. A total of 41.0% respondents agreed that staff feel highly motivated when delegated to perform work usually performed by senior staff , while 86.2% agreed that promotion of staff is done by independent body that is objective and above reproach . The overall mean of the responses was 3.73 which indicates that majority of the respondents agreed with the statements on conflict resolution. The standard deviation of 0.97 indicates that the responses were varied. The findings agree with those of other scholars. A study by Phelan, and Lin, (2001) investigated promotion systems and organizational performance. Their findings indicated that well-structured promotion systems enhance performance.

Table 2: Employee Promotion

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Annual appraisal is done to determine promotional needs of each individual	7.9%	7.9%	23.3%	54.9%	6.0%	3.43	1.00
There is a clear growth path for all employees	9.8%	7.9%	23.7%	53.9%	4.7%	3.36	1.04
Occasionally, senior staff delegate duties and roles to be performed by the junior staff	2.5%	14.9%	7.4%	51.1%	24.1%	3.80	1.05
Annual appraisal are conducted in		42.1%	36.8%	2.8%	2.2 %	3.67	0.86

professional manner	16.1%						
The growth path is objective and rewards meritocracy	7.7%	10.9%	14.9%	39.7%	26.8%	3.75	0.93
Staff feel highly motivated when delegated to perform work	7.7%	10.3%	22.3%	37.8%	21.9%	3.96	1.03
Promotion of staff is done by independent body that is objective and above reproach	1.5%	7.1%	3.1%	52.0%	36.2%	4.14	0.89
Average						**3.73**	**0.97**

Access to Information

The third objective of the study was to analyze the influence of access to information on employee performance at the Equity Bank Headquarters. Findings in table 3 showed that the majority of respondents at 85% agreed that staff frequently access information relating to the bank performance, state, goals and strategies; while 75% agreed that the management deliver honest information at any time regardless of the bank position ; while 80% agreed that open communication between staff and management is highly cherished . A total of 60% of the respondents agreed that communicational channels are defined and information shared is received by everyone.

A total of 55% respondents agreed that both formal and informal communication channels are tolerated by the bank . Few respondents at 45% agreed that staff are made aware of all necessary information and are never suppressed by outside source informers. Majority of the respondents at 88% agreed that Information sharing empowers each and every staff to increase performance. Findings were consistent with those of other scholars. A study by Titang, (2013) indicated that accessibility to information is one of the key contributors to organizational performance.

Table 3: Descriptive Statistics on Access to Information

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N	Mean	SD
Staff frequently access information relating to the bank performance, state, goals and strategies	50%	35%	2%	10%	3%	170	4.28	.891
The management deliver honest information at any time regardless of the bank position	40%	35%	10%	11%	4%	168	4.08	.757
Open communication between staff and management is highly cherished	42%	38%	12%	4%	4%	168	4.33	.851

Communicational channels are defined and information shared is received by everyone	60%	28%	2%	5%	5%	169	4.24	.711
Both formal and informal communication channels are tolerated by the bank	30%	30%	15%	10%	20%	170	3.11	.612
Staff are made aware of all necessary information and are never suppressed by outside source informers	25%	30%	20%	20%	5%	169	3.61	.623
Information sharing empowers each and every staff to increase performance	20%	25%	25%	20%	10%	170	3.55	.567
Average	46%	22%	8%	1%	2%	172	4.01	0.701

Teamwork Structure

The study sought to establish the influence of teamwork structure on employee performance at Equity Bank Headquarters in Nairobi. The findings in table 4 indicated that 70.1% of the respondents agreed that there is high level of trust between staff at Equity Bank. A total of 51.4% agreed that each staff feels highly recognized by the management, while 73.4% of the respondents agreed that staff were rewarded whenever they perform exemplarily well. A total of 67.1% respondents agreed that both formal and informal groupings are tolerated in the organization. A total of 72.6 % of the respondents agreed that any ideas that originate from the team structure is supported and implemented by the organization while another 57.3% agreed that all the members including junior staff are well represented in every grouping formulated by the bank. Findings showed that 85% of the respondents agreed all group members are regarded as equal and treated equally no matter the position one holds. Mulika, (2010) agreeing with this position asserts that teamwork is strength and this affects organizational performance when the overall performance of teams is examined collectively.

Table 4: Teamwork Structure

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation
There is high level of trust between staff at Equity Bank	45%	25.1%	13.3%	10.9%	6.6%	3.43	1.000
Each staff feels highly recognized by the management	20.5%	30.9%	23.7%	20.9%	6.7%	3.36	1.047
Staffs are rewarded whenever they exemplarily well	42.5%	30.9%	7.4%	10.1%	9.9%	3.80	1.053
Both formal and informal groupings are tolerated in the organization	25%	42.1%	26.8%	2.8%	4.2 %	3.67	0.861
Any ideas that originate from the team structure is supported and implemented by the organization	57.7%	24.9%	8.9%	5.7%	3.8%	3.75	0.932
All the members including junior staff are well represented in every grouping formulated by the bank	27%	30.3%	12.3%	20.8%	2.9%	3.96	1.032
All group members are regarded as equal and treated equally no	60%	25%	5%	5.1%	4.9%	4.1	0.811

matter the position one holds			
Average		**3.75**	**0.971**

Employee Performance

Research findings in table 5 showed that 60.9% strongly agree that empowerment practices improve staff productivity, while 58.6% agreed that promotional activities improve staff quality assurance. A total of 75.2% of the respondents agreed that staff effectiveness is improved by access to information. A total of 44.3% agreed that training influence employee performance at Equity Bank. A total of 51% agreed that promotion influence employee performance at Equity Bank.Majority at 59.7% agreed that access to information influence employee performance at Equity Bank, while 86.4% agreed that Teamwork Structure influence employee performance at Equity Bank. (Lashley, 2000) agreeing with this position posits that performance is a product of several factors which institutions need to give due consideration.

Table 5: Employee Performance

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Empowerment practices improve staff productivity	7.9%	7.9%	23.3%	54.9%	6.0%	3.43	1.00
Promotional activities improve staff quality assurance	9.8%	7.9%	23.7%	53.9%	4.7%	3.36	1.04
Staff effectiveness is improved by access to information	2.5%	14.9%	7.4%	51.1%	24.1%	3.80	1.05
Training influence employee performance at Equity Bank	16.1%	3.1%	36.8%	42.1%	2.2 %	3.67	0.86
Promotion influence employee performance at Equity Bank.	7.7%	10.9%	14.9%	39.7%	26.8%	3.75	0.93
Access to information influence employee performance at Equity Bank.	7.7%	10.3%	22.3%	37.8%	21.9%	3.96	1.03
Teamwork Structure influence employee performance at Equity Bank.	1.5%	7.1%	3.1%	52.0%	36.2%	4.14	0.89
Average						**3.73**	**0.97**

Statistical Modelling (Inferential Statistics)

Table 6: Correlation Matrix

		Employee Training	Employee Promotion	Access to Information	Teamwork Structure	Employee Performance
Employee Training	Pearson Correlation	1				

	Sig. (2-tailed)					
	N	173				
	Pearson Correlation	.837**	1			
Employee Promotion	Sig. (2-tailed)	.000				
	N	173	173			
	Pearson Correlation	.787**	.854**	1		
Access to Information	Sig. (2-tailed)	.000	.000			
	N	173	173	173		
	Pearson Correlation	.550**	.539**	.690**	1	
Teamwork Structure	Sig. (2-tailed)	.000	.000	.000		
	N	173	173	173	173	
	Pearson Correlation	.547**	.550**	.715**	.745**	1
Employee Performance	Sig. (2-tailed)	.000	.000	.000	.000	
	N	173	173	173	173	173

Multiple Regression

Table 7: Model Fitness

R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
0.742	0.551	0.544	0.515368

a. Predictors (Constant), Employee Training, Employee Promotion, Access to Information and Teamwork structure

Table 8: Analysis of Variance

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Regression	68.860	4	17.215	61.121	0.000
Residual	89.566	168	0.282		
Total	**158.425**	**172**			

Table 9: Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.889	.169		11.212	.000
	Employee Training	.110	.043	.114	3.921	.005
	Employee Promotion	.127	.067	.148	3.890	.006
	Access to Information	.317	.049	.510	6.461	.000
	Teamwork Structure	.418	.044	.464	9.612	.000

a. Dependent Variable: Employee Performance

The estimates of the regression coefficients, t-statistics and the p-values for the relationship between employee empowerment and employee performance were presented in Table above. These

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coefficients answer the regression model relating the dependent and the independent variables.

Based on these, the regression model: $\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$ therefore becomes;

$\mathbf{Y = 1.889 + 0.110\ X_1 + 0.127\ X_2 + 0.314\ X_3 + 0.418\ X_4}$

The results show that all these employee empowerment variables had a significant influence on employee performance. The coefficients also showed a positive relationship between all the variables and employee performance. The *t* and *p* values were significant employee empowerment has a positive influence on employee performance at Equity Bank Headquarters.

Where;

Y-Employee Performance

X_1= Employee training

X_2= Employee Promotion

X_3= Access to Information

X_4= Teamwork Structure

CONCLUSION

The study found there existed a positive relationship between employee training and employee performance at Equity Bank Headquarters Nairobi, Kenya. The statistical coefficients showed a positive and significant relationship. From the forgoing, it was concluded that an improvement in employee training leads to a positive improvement in employee performance at Equity Bank Headquarters Nairobi, Kenya.

The study found there existed a positive relationship between employee promotion and employee performance at Equity Bank Headquarters Nairobi, Kenya. The statistical coefficients showed a positive and significant relationship between the two variables. From the forgoing, it was concluded that an improvement in employee promotion leads to a positive improvement in employee performance at Equity Bank Headquarters Nairobi, Kenya..

On the third variable the study found there exist a positive relationship between access to information and employee performance Equity Bank Headquarters Nairobi, Kenya. The statistical results of coefficients. The statistical coefficients showed a positive and significant relationship between the two variables. From the forgoing, it was concluded that an improvement in access to information leads to a positive improvement in employee performance at Equity Bank Headquarters Nairobi, Kenya.

On the fourth study variable, the study found there exist a positive relationship between teamwork structure and employee performance Equity Bank Headquarters Nairobi, Kenya.. The statistical coefficients showed a positive and significant relationship between the two variables. From the forgoing, it was concluded that an improvement in teamwork structure leads to a positive improvement in employee performance at Equity Bank Headquarters Nairobi, Kenya.

RECOMMENDATIONS

The study recommended that Equity Bank Headquarters Nairobi, Kenya should stipulate policies, procedures and systems that would improve the instruments of employee training, employee promotion, access to information and teamwork structure so as to improve employee performance. There is need also to invest in employee training both for new and continuing employees so as to improve performance.

Policies on promotion need to strengthen fair and equitable promotional opportunities. Meritocracy should determine employee promotion if everyone has to be motivated. The study also recommends more user friendly approaches to enhance information accessibility. There is need for this function to be strengthened among management as well as employees.

The study recommended that Equity Bank Headquarters should invest in improving teams with a view to strengthening team working so that employees can leverage on the complementary strengths and competences of each other. Policies to support team working should be adopted and institutionalised for effective teamwork structures at Equity Headquarters Nairobi, Kenya.

Areas for Further Research

In this section, suggestions for further research in areas related to this study are given. In future, it is recommended that research be done to address the limitations of this study. This study considered only Equity Bank, future researchers could consider carrying out a similar study in a different banks or sectors to assess any variation in responses. It would be interesting to explore how the results obtained when the methods applied in this study are applied in other contexts for example in other countries at higher or lower stages of development. It would be worthwhile establishing the extent to which the findings of this study are generalizable to other industries, sectors or settings.

Future researchers could also introduce different variables other than the ones used in this study to understand more dimensions of performance. Studies using other additional variables, such as organization culture, government regulation can be carried out to gain further insights into the relationship.

The current study is cross-sectional other scholars can carry out the study as a longitudinal study. Since it is recommended to have continuous savings for employee empowerment practices in place, a longitudinal study will show whether the findings vary over time. It could also reveal how the practices that affect performance over time. Further research could also carry out in-depth studies on specific companies or groups of companies to analyze further the reasons for certain results specific to them.

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