



Relationship Between Delegation and Employee Productivity in Selected NOREB Counties, Kenya

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Abstract

This paper observes the association between delegation and employee productivity in the department of public service and administration in selected Counties, North Rift Economic Bloc (NOREB), the counties include; Nandi, Trans Nzoia, Elgeyo Marakwet and Samburu County Governments. Optimum productivity among employees is the key focus for most work places around the globe however; participation among employees in decision making seems to have been compromised by leaders in the mentioned counties. The paper is an output of a study that was carried out on participatory decision making and employee productivity in the department of public service and administration in NOREB counties. The study was directed by Empowerment Theory put forward by Kanter as the main theory, supported by Participative Management Theory and Management System Theory. This study used correlational survey design. A population of 1075 was considered as the target population among the employees of the department of public service and administration in the counties selected. A sample size of 338 respondents was settled on for the study. Primary data was collected using a questionnaire. Data was analyzed using both inferential and descriptive statistics. Some of the descriptive statistics used to describe characteristics of the data included percentages, frequency distribution, measures of central tendencies. Multiple Regression Model was used to determine statistical significance of connections between specific variables. Results of the regression analysis showed that delegation ($\beta_2=0.156$, P value= $0.041 < 0.05$) had a positive effect on employee productivity. The paper thus, makes contribution to the extant literature regarding link between participatory decision making and employee productivity by establishing that delegation is essential in predicting employee productivity in NOREB counties since, a similar study had not been conducted in the area. Furthermore, the paper puts forward a recommendation that; the studied county governments should put measures in place to ensure delegation is streamlined for efficient and effective delivery of services; this way the department of public service and administration in the counties will boost their strategies in regards to employee participation in pertinent activities affecting the organizations hence enhancing employee productivity.

Keywords: Participatory, decision making, delegation, employee, productivity.

INTRODUCTION

Employee productivity entails the magnitude of job done by a worker in certain duration in comparison to organizational objectives (Cahuc and Carcillo, 2018). This was measured by ascertaining the amount of work done by employees in terms of efficiency at which the services are delivered, whether employees report to work daily and establishing if the organizations under study attain their goals. The county governments in Kenya have proved unable to sufficiently make use their workforce

thus contributing to low productivity among them (Shaed et al. 2015). The low productivity has been blamed on inadequate participatory decision making in the counties (Shaed et al. 2015).

According to Dei (2016), delegation entails a procedure where a supervisor or team leader offers another member from the subordinate staff authority and responsibility to execute certain assigned role, providing them with the chance to complete the assignment efficiently with minor supervision. Delegation tends to empower mostly the subordinate workers to come up with decisions. Although, certain magnitude of answerability on the results of the executed job, usually, persist with the individual who tend to delegate work.

A worker is the most treasured asset in a given work place. This is because of the notion that workers and the way in which they are managed is vital to the victory of a company and can be a critical source of viable competitive edge at work place (Maige, 2016). Delegation puts at equilibrium the involvement of supervisors and the subordinates during information processing in the decision making processes and, procedure of problem solving undertakings which eventually boosts their productivity at work. Once there is a feeling of ownership in an employee, such an employee's sense of belonging also tends to be lifted and this makes all employees believe and feel accepted by management. The whole concept of ownership proceeds to getting involved in decisions pertaining new progress and changes in discharging duties practices that impact on individuals concerned. Employees need to be involved in decisions affecting the organization so as to enable them feel treasured because their ideas have been considered and that they have made contribution to the outcomes, this goes a long way to enhance employee performance. (Kuria, 2020).

In an attempt to globally trace the background of the concept of participatory in decision making, It can be easy to assume it to be a domestic name locally (Lapniewsa, 2018). The success of Japan in business is highly attributed to involvement of workforce; here participation in decision making is achieved through delegation among other aspects. Therefore, decision making is made to be shared in all the levels of management. It is also perceived that, decision making process in Japanese companies are geared towards demystifying questions and issues rather than towards seeking solutions, hence participatory decision making is practiced through delegation. Accordingly, all organizational levels are incorporated in this process. The United States of America does practice industrial democracy where employees are highly encouraged to buy some shares in the companies they work with; this in turn makes them able to offer ideas pertaining the management of the organization (Baddonn et al., 2017). Similarly, other advanced countries like Germany, Yugoslavia, Britain and Germany, participatory kind of management is popular. In Yugoslavia and Britain, they refer the term to joint consultation or self-management whereas, in Germany, it is referred to as co-determination (Ferell & Fraedric, 2015).

Elsewhere in Canada, participation of employees in issues concerning their work serves to boost employees' sense of belonging at work and also serves as favorable surroundings where both the workforce and their leaders freely make contributions towards healthy and good industrial relations at work. In an attempt to escalate commitment and satisfaction among the workforce, render the work place humane, enhance the general productivity of an organization and endorse good citizenship behavior, managers ought to pick a style which brings about a reasonably high magnitude of workforce participation in all the levels in a given organizational setting. In this regard therefore, workforce participation can be looked at as a tool that aid

motivation, enables the workforce to adopt a positive attitude at work and makes sure that there is considerably high level of production at a work place.

On the contrary, organizations countries in Sub-Saharan Africa haven't sufficiently noticed benefits that accompany participatory kind of management in an organizational setting (Bosomtwe, 2016). Considering the fact that, workers are the most significant asset of a company, ensuring that they get involved in decision making allows a company to grasp victory in the execution of such choices that are rich in ingenuity, this is best done through delegation. Workers may also understand their seniors as valuing their ideas or that the leaders understand workers are intelligent. This in turn leads to satisfaction among the workforce and eventually enhanced organizational performance. Although, the impact of workforce participation in making decision might change depending on the nature of participation in making decision, considerably advanced levels of worker participation in making decisions have been noted to being connected to heightened employee commitment, low turnover among employees, and high employee productivity. Participation of employees in making decisions might also lead to improved management of labour relations, robust attachment among employees to an organization, healthier decisions which are quality and enhanced performance (Bosomtwe, 2016).

In the Ghanaian setting, participation of labour has been refined through the use of co-ownership of shares of an organization and the delegation (Maige, 2016). Involvement makes workers feel as being part and parcel of an organization hence, giving them a belongingness sense, mutual responsibility, heightened morale and commitment to successful execution of decisions thus, and improving employee productivity. On the other hand, employees who perceived participation as being undesirable cited delays in making decisions and absence of sense of final responsibility on the management side for the company's short comings since, they weren't the only persons who made the choices (Maigee, 2016).

In the Kenyan setting, with respect to influence of power factors of staff participation in making decisions pertaining organizational citizenship behavior, organizations that encourage contribution of employee's ideas through delegation tends to realize certain benefits from the increased organizational productivity. This emanates from a paradigm shift suffered by workers who have the opportunity to offer their contributions (Oloo & Orwar, 2016). Enhancement of performance of institutions of the government is attributed to consultation of workers, delegation, collective bargaining, joint decision making as well as the style of leadership. Even though, the significance level differs, all the variables that play out have a proven to have considerable influence on the performance of Kenyan healthcare institutions.

Increasingly, delegation is a process that is considered long term, since, it demands devotion from the authority and initiatives from workforce. Delegation has been mentioned to possess a significant effect on desirable organizational citizenship behavior (Oloo & Orwar, 2016). Participation of employees is therefore, instrumental when it comes to achievement of organizational objectives; information sharing, social practices that are collective, knowledge, power and rewards through the business. Delegation has been noted as a managerial solution to boosting satisfaction among employees. Delegation is considered one of the key elements in the successful execution of new management related strategies and plays a very vital role when it comes to determining the degree of organizational productivity. This goes a long way to increase employee commitment as well as motivation among them (Kuria, 2020).

As per the argument of Kim & Holzer (2016) an opportunity to get involved in making decisions through delegation helps to generate trust between supervisors and subordinates and, to bringing about intrinsic rewards. Delegation has so far been supported by majority of the bosses and public sector organizations based on standard that, if workers are given a certain chance to be involved in instituting decisions, they may feel accountable for all the decisions that have been made and thus, their commitment to roles may also improve ostensibly, consequently growing their productivity and performance of the organization (Kim & Holzer, 2016).

North Rift Economic Block (NOREB) counties are situated in the North Rift side of Kenya. NOREB counties comprises the following; Turkana, Baringo, Uasin Gishu, Trans Nzoia, Elgeyo Marakwet, West Pokot, Nandi and Samburu. In accordance with the dispensation of the 2010 Kenyan constitution, county governments were put in place in the country after the general elections of 2013. The county governments took employees of the currently defunct local authorities and other employees that were previously under national government. The Kenyan County governments so far have not been able to adequately allow their employees to sufficiently participate on instrumental in the process of making decisions touching the county hence, culminating to undesirable choices and, consequent conflicts between the managers and workers (Kuria, 2020). This thus, triggered a curiosity to the researcher to conduct a study on association between delegation and employee productivity in the department of public service of selected NOREB Counties; Nandi, Trans Nzoia, Elgeyo Marakwet and Samburu County government.

Problem Statement

The key problem at the department of public service during the time the study was the inability for the management to adequately engage employees to the required standards (Malinah, 2019). Just like it is expected in both private and public organizations, most of the counties in Kenya have considered certain measures to address participatory decision making such as the use of work committees, use of suggestion schemes, delegation, staff meetings and job enrichment; but the implementation of the same has been a problem (Wambui, 2020). Some top managers tend to feel that, the process of making decision is their role alone and shouldn't be undertaken by subordinates. The same managers ignore inputs of other employees from the lower cadre on critical decisions pertaining employees welfare at large. This has in turn demotivated workers hence, lowering their productivity at work (Wambui, 2020).

The ministries of public service and administration in NOREB counties haven't been left behind; there is insufficient participation of employees on in decisions that affect the counties at large (Wambui, 2020). Some HR processes in these counties that don't match the notion of employee participation for instance; irrational employee performance appraisal activities, bias disciplinary procedures, favoritism in staff promotions, bias disciplinary procedures and staff trainings which are poorly organized (Kuria, 2020). The situation has led to continuous conflicts between employees and the top management. The scenario has further led to demotivation among employees who had resorted to withholding their manpower while executing duties hence contributing to delayed clearance of assigned tasks and subsequent low productivity.

As a result of the deteriorate situation in the counties regarding employee productivity, governance and political experts have forwarded their advice to key officers in the counties to embrace employee participation in most of the activities carried out (Wamboi, 2020). In spite, the initiative, there hasn't been considerable change hence; there is indeed a knowledge gap. Therefore, study sought to link this gap by examining

association between delegation and employee productivity in the department of public service and Administration of selected county governments.

LITERATURE REVIEW

Theoretical Review

Participative Management Theory

Participatory management theory put forward by Guyotohe (2011). He detailed that, the activity of raising group members, like the workforce belonging to an organization or members of a society to partake in decision making that belong to the organization, and tends to enhance staff performance. Participation of staff is ordinarily used as a substitute to the former old-style vertical managerial structures, which has off late proven to be of low effectiveness as those who participate are reducing their interest in their manager's expectations as a result of lack of effort of participants. According to the theory, participatory management in an organization can be executed through the use of delegation, job enrichment, work committees use, joint consultations and co-ownership if shares among of the organization by employees.

This theory presumes that, manager's command, participatory and helpful behaviors have desirable and important association with commitment to organization (Appelbaum & Lous 2013). Management that is participatory related has recently been lauded as a solution to mitigate high worker turnover (Jongjoo & Houstonn, 2009). Moreover, participatory kind of management tends to improve satisfaction at work and commitment (Pearson & Dufy, 2009). Although, Brownell & Chehal (2008) infer that participatory kind of management doesn't affect performance of job.

Furthermore, participatory type of management tends to lead to greater job satisfaction since a worker feels much respected and trusted and, also tends to get a fair comprehension of management difficulties through dealing with such difficulties. Kim (2010) found out that Participative management empowerment of employees techniques on leadership teaching programs as a means of enhancing effective communication and work satisfaction (Yohee, 2008).

In addition, participative kind of management entails a management handling employee idea with utmost respect and, consideration in the procedure of making decisions. Some of the scholars tend to believe that participatory management ostensibly needs to be executed in all organizations since, it is necessary. The implementation of the scheme of this management has the potential to gratify all the three basic needs of human work namely; independence, achievement and interpersonal contacts in work activities context. Furthermore, it is morally not justifiable to manage in a non-participative way, unless somebody maintains a position which persons don't possess basic right to remain unharmed by other people (Abdulai & Shafwi, 2014).

Participative management theory is related to the current study since; the theory demonstrates that improvement of employees' participation in an organization, guarantees improvement of new and vibrant ideas from the workforce. Participative kind of management offers workers an opportunity to exercise innovation and creativity in their roles and thereby, heighten their motivation and eventually raise satisfaction among employees. The sensation of hostility towards guidelines from the top management tends to be reduced as a result of participation in an organization (Abdulai & Shafiwi, 2014).

Management Systems Theory

Management systems theory was formulated by Likert (1961). According to the approach, companies tend to be made up of diverse subgroups, with each of them having been assigned altered task in which they are fully responsible of. The theory further postulates that, each subgroup tends to be headed by a manager who plays a connection role between diverse subgroups. Moreover, the approach focuses on the necessity for a worker participation in their roles by establishing a surrounding that is supportive in terms of employee participatory methods such as delegation, use of work committees, suggestion schemes, job enrichment, and joint consultations.

As per the assertions of Likert (1961), four diverse leadership styles for managers which could either make a participatory surrounding or separate the workforce from the management. The styles of leadership were enumerated as follows; benevolent authoritative, exploitative authoritative, and participative. According to proponents of the theory in question, abusive and authoritative system makes employer able to exercise tight control over workers via horror, constricted control, threats, central decision making and downward communication. Whilst in benevolent authoritative type of leadership, the employer makes use of rewards to rejuvenate workers, whereas, in participative style of leadership, leaders tend to consult the workforce before executing various decisions in the organization hence, enabling them to take part in the overall decision making processes.

Participation of workforce tends to be very instrumental for all organizations, since it enables them to maintain competitiveness in the ever-changing business environment. This approach tends to embrace examination and review of objectives, clarity, structures, and general environment is rendered significant during organizational development times. This approach also raises staff motivation levels through provision of satisfaction of non-economic needs thus, meeting psychological goals. Considering the fact that an organization is treated as a social place where all people have vested interests, participation thus, is necessary. This goes a long way to ensure that human dignity is observed because, the workforce becomes more of partners in the given organizational setting (De Cenzo & Robin, 2006).

Participatory approach to management leads to harmonious environment in an organization (Ward & Pascareli, 2007). The approach also gives moral support to staff, raises workers satisfaction, motivation, creativity, innovation and mitigates ineffectiveness and inefficiency. Kanter (2002) noted that participatory kind of environment at work tends to be more theoretically effective when it comes to improving innovations than traditional bureaucratic structures since, it fosters sharing of knowledge of product between leaders and staff hence enabling the organization to stand a better chance of developing suggestions and strategies for better and quality items.

Granting staff, the decision making authority improves their overall moral support and eventually their commitment at work, this in turn aids productivity. Helm (2006) unraveled those employees who take part in the decisions affecting an organization tends to express a feeling that they are absolutely part of the team which possess a joint goal, and also find their self-esteem sense and innovative fulfillment boosted. Therefore, allowing employees to take part critical decision making processes also help to broaden their perspectives of the company.

Management system theory relates to this study since it emphasizes maximum participation of employees in the activities undertaken in an organization. Mode of

participation in an organization usually entails work committees, delegation, suggestion schemes and job enrichment among others.

Empirical Review

Delegation and Employee Productivity

According to Dei (2016), delegation entails a procedure where a supervisor or team leader offers another member from the subordinate staff authority and responsibility to execute certain assigned role, providing them with the chance to complete the assignment efficiently with minor supervision. Delegation tends to empower mostly the subordinate workers to come up with decisions. Although, certain magnitude of answerability on the results of the executed job, usually, persist with the individual who tend to delegate work.

Wambui (2020) observed impact of delegation on performance in Nairobi County. Survey research design was made use of in the study. The outcome of the work unraveled that the practice of delegation had prompted efficient productivity in the county. Furthermore, delegation had enabled workers to take part in decisions that affected them then by enhancing their independence and control at work and on their private lives. This had in turn made them become more rejuvenated to deliver at work, more committed and even more satisfied with their employer. The study thus, connotes that, the employee participation concept does not refer to a tool or a goal as it is practiced in the majority of the organizations, but slightly an administration and managerial philosophy regarding how individuals can be empowered to make contribution towards continuous advancement of the success of the organization. These findings may not have reflected the true picture in Nairobi County since it did not specify the study design and the sample size employed.

Baddon *et al*, (2018) evaluated delegation and worker productivity. Cross sectional research design was employed with a sample size of 4126 employees from the public and private sectors in Western Austria. The study developed a contextual like model of involvement related to the predominant industrial climate which was tested using equations of the structural modeling approach. The study results noted that delegation contributed directly to task variety and autonomy which consequently boosted productivity among employees. Employees were of the perception that delegation led to increase in performance efficiency. The study had a limitation since, it was confined in the western part of Australia; hence generalizing the results of this study to the entire Continent would be deceptive.

Tamen (2018) analyzed impact of delegation on organizational productivity at the University of Technology, Western Cape, and South African Context. The study was qualitative in nature and direct interviews were utilized to gather data. Data collected was eventually analyzed qualitatively using themes. The results consequently revealed that delegation had a very weak association with workers organizational productivity. However, the generalization of this study to the entire education sector of South Africa, is questionable since it was only confined in one university when South Africa has over 60 universities, hence the study had a limitation.

Leonardi (2018) evaluated delegation and employee productivity in the public service, Italian context. Descriptive research design was adopted and the findings demonstrated that, delegation predicted employee productivity positively. It was further demonstrated that, delegation had offered workers considerable levels of security, independence, recognition which subsequently boosted their self-worth sense thereby,

leading to efficient commitment and consequently raised productivity among employees. Limitations in the study included inability to indicate the type of data collection instrument used, and the sample size.

Conceptual Framework

The figure below illustrates relationship between variables in the research.

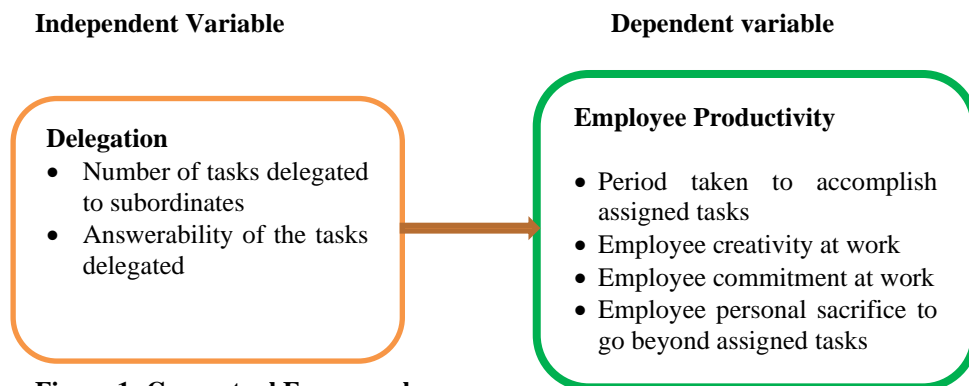


Figure 1: Conceptual Framework

Source: Researcher, 2022

METHODOLOGY

A correlational survey design was employed in this study, consequently data was gathered on the two variables under study namely; delegation and employee productivity. The population target of the study comprised of workers working at the department of public service and administration of the selected NOREB counties. As such, the population study consists of 1075 workers. A sample size of 388 employees was extracted from the target population using stratified sampling technique.

A questionnaire was used to collect data whereas, the validity of the instrument was guaranteed through pretesting questionnaire during pilot study. Consequently, reliability of research instruments was determined via the use of Cronbach's Coefficient Alpha. Furthermore, Data was analyzed using both descriptive and inferential statistics. Descriptive statistics like percentages, frequencies, standard deviations and means were used. While, multiple linear regression analysis was carried out to determine the interactions among the variables.

RESULTS

Delegation and Employee Productivity

Delegation was gauged using the amount of work delegated by supervisors to their juniors, whether there is trust between supervisors and their juniors regarding the work delegated, whether individual employees delegate adequate work to their subordinates, whether there is accountability on delegated work and whether delegation had enhanced employee productivity. Respondents were questioned to show the level to which they approved or disapproved the statements related to the activities regarding delegation in the counties upon, a five-point Likert Scale (1= strongly disagree, 5= strongly disagree). The outcomes of the responses are illustrated in the Table 1 below.

Table 1: Delegation and Employee Productivity

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is satisfactory delegation of work.	8.4%	5.7%	9.4%	41.9%	34.6%
There is faith between subordinates and supervisors on work delegated.	8.4%	7.4%	10.1%	41.3%	32.9%
There is answerability on both sides pertaining work delegated.	7.4%	11.1%	9.4%	37.9%	34.2%
Delegation has heightened productivity among employees.	5.7%	10.7%	6.4%	28.5%	48.7%

Source: (Fieldwork, 2022)

In regards to the statement “There is satisfactory delegation of work”, majority of the respondents recorded 41.9% implying that they agreed with the statement. Likewise, the statement “There is faith between subordinates and supervisors on work delegated” also had many of respondents 41.3% agreeing with the statement. Similarly, the statement “There is answerability on both sides pertaining work delegated” recorded a percentage of 37.9% connoting an agreement to the statement. Lastly, the general statement “Delegation has heightened productivity among employees” had 48.7% of respondents agreeing strongly with the statement.

Largely, the findings illustrate that delegation was being practiced adequately in the county governments and that it had contributed to an improvement in productivity among employees.

Test of Regression Assumptions

Test for Normality

Normality of data is used to identify the shape of distribution; here it is usually needed that for normal dispersal of data, the figures of skewness need to be near 0. To ascertain the shape of distribution, Shapiro and Wilk and Kolmogorov-Smirnova were employed (as advocated by Shapiro & Wilk, 1965), which were subsequently calculated for every variable. The criteria employed to describe if data really came from normal distribution, is that p value needed to be greater than 0.000. The results on the table below reveal that the results for delegation was not significant, p value more than 0.000; this therefore meets the assumptions of normality. The study, thus, determined that, data emanated from a normal distribution.

Table 2: Test of Normality

	Shapiro-Wilk			Kolmogorov-Smirnova		
	Statistic	df	Sig.	Statistic	df	Sig.
Delegation	0.874	164	0.141	0.962	164	0.089

Source: (field data, 2022)

Test for Multicollinearity

Multicollinearity denotes that, two or more of the predictor variables are extremely connected, and this condition can possess a detrimental effect on the outcomes of multiple regressions. Multicollinearity was ascertained by running regression models in Variance Inflation Factor (VIF) and, values of Tolerance were consequently produced. The criteria for the test require that for results to prove non-existence of multicollinearity, the VIF values obtained in a test should be less than 10 while

Tolerance values should be more than 0.05. The tests of (VIF & Tolerance) specified that multicollinearity problem among independent variables were not present because, all values fell below the expected cut-off figure, according the rule of 10, which supports threshold cut off 10 or, ratio of 0.1 (Yamane, 1973). The values of VIF indicated in Table 3 were below 10, whilst tolerance was higher than 0.05, connoting that, there wasn't multicollinearity. It was therefore, a symbol that delegation and other independent variables weren't highly associated. As guided by these outcomes, the regression tests validity in the study was absolutely not questionable. Results of multicollinearity test have been demonstrated in Table 3 below.

Table 3: Test for Multicollinearity

	Multicollinearity Statistics	
	Tolerance	VIF
Delegation	0.527	1.899

a Dependent Variable: Employee Productivity

Source: (Fieldwork, 2022)

Linearity

Linearity denotes correlation between variables which is characterized by a straight line. Saunders et al. (2013) suggests that correlation value of coefficient need to range between -1 and, +1. Thus, A correlation of +1.00 signifies a flawless positive correlation, whereas a value of -1.00 characterizes a flawless negative correlation, and a value of 0.00 shows absence of linear connection between variables X and Y or, between two (Saunders et al. 2013). The researcher employed Pearson Correlation to test if; there was linear association between the predictor and outcome variables. Pearson Correlations outcomes in the table below indicated that, delegation positively and significantly correlated with employee productivity ($r = 0.221, p < 0.01$). Thus, delegation had 22.1% positive association with employee productivity. Results offered adequate indication suggesting that, there was indeed linear association between delegation and employee productivity. Results of correlation statistics tests have been demonstrated in Table 4 below.

Table 4: Correlation Statistics

	Employee Productivity	Delegation
Delegation	.221**	1

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

Source: (Field data, 2022)

Hypotheses Testing

Hypotheses testing were done through multiple linear regression analysis and outcome of the coefficient of estimate test have been demonstrated in Table 5 below.

Table 5: Coefficient of Estimate

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.953	.448		2.127	.035
Delegation	.160	.078	.156	2.067	.041

Dependent Variable: Employee Productivity

Source: (Field data, 2022)

During hypotheses testing, the criteria used to articulate the nature of connection in between the predictor and outcome variables is p value (significance level) and Beta value as indicated in the outcome table 5 above; ordinarily, a Beta value that is positive demonstrates a positive relationship and vice versa. On the other hand, a p value that is lower than 0.05 ($p\text{-value} < 0.05$) denotes a significant relationship and vice versa.

The results of hypothesis 2 (H_{02}) which postulated that there wasn't relationship between delegation and productivity among employees, also showed a positive association between delegation and worker productivity. Results exposed that delegation had a coefficient of estimation that was considered substantial based on $\beta_2 = 0.156$ ($p\text{-value} = 0.041 < 0.05$) inferring refusal of the stated null hypothesis, which claimed that there isn't substantial association between delegation in relation to employee productivity. It therefore, meant that, when delegation increases, correspondingly, there will be 0.156 units of rise in productivity of an employee.

These results echoed those of Wambui (2020) who established that delegation prompted effective productivity among employees in Nairobi County; additionally, the outcomes showed that delegation enables workforce to engage in the procedure of making decisions that affect them at work, through raining their independence and the control on their work and private live, this in turn, renders them more inspired, committed and more contented at their work place. Similarly, the findings conform to those of Baddon *et al.* (2018) whose results showed that participatory decision making via delegation made contribution to variety of task and independence, and that, through independence, identity of task and productivity of employees were heightened in Western Australia. The findings however, was not in line with those of Tamen (2018) whose general results indicated that workers participation via delegation had a weak association with productivity of employees in the Western Cape, South Africa. This happened so because, employees categorically specified that, they usually offer efficient and needed services towards learners since, they had the potential to contribute towards the management and decisions of the adequate chances or podiums where, they could contribute to the decisions and management of the faculty.

Model Summary

Below is Table 6 demonstrating a model summary from the multiple regression model, the outcome portrayed delegation as explaining 16.0 % variation of employee productivity. This shows that, delegation predicted employee productivity by 16.0% (adjusted $R^2 = 0.160$). Results of model summary have been demonstrated in the Table 6 below.

Table 6 Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.432 ^a	0.186	0.160	0.46391	1.204

a) Predictors: (Constant) Delegation

b) Outcome Variable: Productivity of employees

Source: (field data, 2022)

ANOVA Model

On the ANOVA model, the criteria used to elucidate the nature of link between predictor and outcome variables was the p value (significance level) as indicated in the outcome table 7 below; ordinarily, p value that is lower than 0.05 ($p\text{ value} < 0.05$) denotes a significant relationship and vice versa.

The outcome of tests in the ANOVA Table 7 indicates that the deliberated coefficients of determination are substantial as indication for F ratio (7.004) and, p value $0.000 < 0.05$ (level of significance). Consequently, the given model was adequately appropriate to influence employee productivity through delegation. Results of ANOVA model test have been demonstrated in Table 7 below.

Table 7 ANOVA Model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.537	5	1.507	7.004	.000 ^b
	Residual	32.928	153	.215		
Total		40.465	158			

a) Predictors: (Constant), Delegation

b) Outcome Variable: Employee Productivity

Source: (Field Data, 2022)

CONCLUSION AND RECOMMENDATIONS

The paper concludes that among other forms of participatory decision making, delegation had a very significant influence on employee productivity in the public service and administration of North Rift Economic Bloc Counties. Employee productivity in the organizations under study changed greatly and significantly when this practice is enhanced. The researcher also arrived at a conclusion that although, the organizations under study had adopted some aspects delegation, they had not met the required standards in order to help the county attain strategic organizational goals in form of flexibility, performance and superb customer service behaviour.

In order to make sure that the needs of both employees and the employer attained in the county governments, these counties should consider designing effective policies in relation to adequate delegation of roles by team leaders to subordinates in the organizations under study. When designing these policies employees opinions should be sought so as to make sure the policies reflect all the needs of the stakeholders in the organization. Consequently, when delegation is embraced on respective dockets in an organization, it goes a long way to enable an organization to expedite decision making processes.

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