



Employee Empowerment and Service Delivery in Kakamega County Government

***Baraza Elizabeth**, Masinde Muliro University of Science and Technology, Kenya

Reuben Rutto, Masinde Muliro University of Science and Technology, Kenya

Gordon Misigo Masinde Muliro University of Science and Technology, Kenya

*Corresponding author's email: elizabethbaraza2009@yahoo.com

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ABSTRACT

Purpose: Assess the extent to which employee empowerment affects service delivery in Kakamega County Government.

Design/Methodology/Approach: This study utilized a descriptive research design with correlational analysis. The sample size of 250 applied. Primary data was gathered through self-administered questions. The study applied both quantitative and descriptive in nature, allowing for statistical analysis such as correlation and regression to assess the relationships between the variables under study

Findings: The relationship between empowerment and service delivery indicated a significant positive relationship. The delegation of authority, skill development, and involving the workforce in decision-making processes were proven to be a way to empower the employees and make them more motivated and efficient. This elucidates the important contribution empowerment can make in terms of enabling employees to own their jobs and contribute to the performance of the county.

Implications/Originality/Value: The County Government of Kakamega ought to create participatory work environment in the workplace where consultation and shared decision making should be the culture. With regular coaching sessions, capacity building of employees on the basis of skills, and selective delegation of duty, employees will be motivated, engaged, and efficient.



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Introduction

Employee empowerment is delegation of authority and responsibilities to employees, especially junior and mid-level officers, enabling them to make decisions and contribute meaningfully to service delivery. Service delivery is defined as the process of supplying the structure of fundamental public services offered by governmental organizations to cope with the requirements

of the citizens. These functions encompass roads, water, education and healthcare in county governments. A proper service delivery depicts good governance, accountability and proper management of the country resources. Mismanagement, poor planning, and insufficient involvement of employees have been the challenges acting against service delivery in Kakamega County. Increased employee inclusiveness may lead to efficiency and responsiveness during operation and addressing the needs of the people. Employee inclusiveness can be defined as the methodical endeavours by institutions to engage employees in the running of the organization in terms of its processes, governance and decision making. The main pillars around which this concept is contextualized include accountability, empowerment and participation, employee equity and fairness and the involvement of citizens.

Employee inclusiveness in a state, besides being critical to internal efficiency is a key to improving the credibility and performance of institutions that deliver services to the people. Where inclusiveness mechanisms are lacking or deficient, service delivery may also be seriously compromised causing the citizens to be unsatisfied with the delivery, the misutilization of the state resources, and decreasing of the status of government institutions. History has proved its point in that both the private and public institutions have failed in terms of governance because of the absence of a transparent and inclusive system of governance. Of the many instances that we can use, a classic instance would be the financial crisis witnessed in East Asia in the end of the 90s, which was in part instigated by institutional weaknesses and lack of sound employee empowerment systems (CMA, 2016).

Upon implementation of 2010 Constitution in Kenya, there was a massive devolution of responsibilities of providing essential public services to county governments. The devolution structures established 47 county governments under the obligation to bring services nearer to people as well as spurring even growth and improvement in citizen involvement in governance. Every county has an executive headed by a governor with a legislative county assembly that is the duty bound with oversight and policy making. County governments are anticipated to take care of the local materials efficiently and also make sure the service delivery is responsive in areas like health, agriculture, infrastructure, water, and trade. Nonetheless, counted in most of the counties, inefficiencies, poor management, and poor involvement of employees in decision making processes remain a huge problem. The poor service delivery has been impacted by the lack of strong internal governance systems, staff participation and lack of adherence to the standards of public services as it happened in counties such as Kakamega. To fill these gaps, it will be necessary not only to restructure the institutions but also be specific about making the employees more inclusive in the operations of the government.

Organizations and governments worldwide have realized that employees must be empowered through transparency, participation, equity and accountability in serving customers and clients in order to enhance the content and speed of services they provide. In more advanced and developed economies like the United States and United Kingdom, bad governance and squeezing out of internal stakeholders were directly associated with the busting of big institutions like that of the Lehman Brothers, WorldCom, Enron and Arthur Andersen (Omasete, 2015). Such failures highlighted the great necessity to incorporate internal governance systems in which the employees are treated with equity, empowered to make contributions and have to account through well-established institutional structures. On the contrary, in Latin America, in particular, in Chile, the success of such a firm as Covelo has partially been explained by the practice of internal audit inclusion and the participation of the team that allowed employees to participate in the process of decision-making and ownership of the working process (Barasa, 2015).

Several research undertakings across different areas of Asia such as Jordan, Indonesia, Vietnam, and Bangladesh have also affirmed that staff inclusiveness is giving rise to raised service

delivery. Bataineh (2021) revealed in Jordan that companies that focused on equity and fairness in treatment of employees experienced a positive impact on the organizational service delivery and satisfaction of customers. On the same note, Endang et al. (2020) confirmed that, in the case of manufacturing firms in Indonesia, employee inclusiveness contributes to firm value and service reliability. In Vietnam, Kien and Chen (2020) underscored the fact that *laissez-faire* organizational structures across levels assisted companies in a better adjustment of services to suit client expectations. As shown in these examples, inclusiveness of the employees in both developed and developing economies is always effective in the delivery of the services.

Even regionally in African states such as Nigeria and South Africa, the same picture has been evident. According to the studies conducted by Awen, Adewinmisi and Yahaya (2022), a strong association was ascertained between inclusiveness of employees and the performance of listed non-financial firms in the Nigerian Stock Exchange. The involvement of employees, however, was said to be one of the key contributors of the downfall of the governmental enterprises including Niger Steel and the Anambra State Motor Manufacturing Company. Kamwachale and Vermaak (2012) have also demonstrated that internal auditing and ethical framework founded on inclusive mechanisms of governance resulted in efficient organizations and regulatory compliance in South Africa.

The case of Uganda in the East African region is of particular interest as the model of participatory decision-making and empowerment that was borrowed by profit-making organizations were applied to remodeling the public institutions (Adio, 2016). When incorporated into the public sector, these frameworks resulted in a rise in accountability and transparency, which supports the idea that inclusiveness of employees is an ingredient that necessitates institutional success. As stated by Wanjau, Muturi, and Nguni (2018) the inclusiveness also facilitates synergy on shareholders, board of directors and managers to keep conformity with social and economic objectives.

The role of the state in the Kenyan context has played mutual efforts with the respective agencies in the private sector to establish inculcation of inclusiveness within their dynamics in the organization. Within the sector of the government, codes like those of codes of best practice in the inclusiveness of employees have attempted to lead institutions to the development of practices with respect to the principles of fairness, transparency, and participatory governance (State Corporations Advisory Committee, 2015). Nevertheless, there are difficulties aplenty, especially county governments which were formed after the enacting of the 2010 Constitution. The county governments have been required to handle service delivery in different areas since the creation of devolved units in 2013, which entails; health, roads, agriculture, and water services among others. Nevertheless, they have acquired a history of poor performance, which is characterized by infighting, poor employee morale, misuse of funds and population discontentment (Nguti & Oduor, 2015).

It was also reported that 52 percent of Kenyan citizens felt that their respective counties had performed poorly in service delivery due to lack of clear budget procedures, consultation with the employees and even bad execution of the citizenry participation system (Ipsos Synovate, 2022). These facts strengthen the claim that in order to achieve the potential of devolution, the county governments have to institutionalize mechanisms of engaging both internal and external stakeholders. Employees should be treated equitably, empowered internally and allowed to participate in decision making. The external aspect is that the citizens will be informed, consulted and allowed to join the governance process.

Nevertheless, available literature on the same is mainly fragmented. Most of the literature addresses the elements of inclusiveness in isolation like empowerment or accountability and

hence lacks the actual holistic interpretation of inclusiveness as a multidimensional construct. As an example, in the article by Waikenda (2019), the aspect of stakeholder involvement and political contexture was touched on, whereas employee fairness and ethical models were not sufficiently incorporated. Ndemange (2021) concentrated on the aspects of internal audit and controls but did not thoroughly consider the impact of employee empowerment on long-term results of service delivery.

Additionally, the empirical analysis on the relation between employees inclusiveness and the consequent outcome of the results associated with delivering services (i.e., revenue collection, client satisfaction, or service lateness) is small. Although audit reports and media reports tend to articulate corruption and inefficiency as contributing factors, there is paucity of information on systematically connecting the two concerns with gaps in inclusiveness in government units in the counties. This restricts the policy usefulness of current research and endorses practitioners with no rock solid foundation of proof to architect change.

Also, the majority of the studies do not give voice to the citizen who is the ultimate receiver of the state service delivery. However, customer satisfaction can be the most important factor in the government performance. The inability to incorporate employee and citizen dimensions leads to the unbalanced vision of the governance issues. To illustrate, citizens often complain about delays in services rendered, but very little information is known regarding the role of internal employee motivation, fairness in the distribution of tasks and consultations practices on these issues.

The second important concern is that there is no clarity in the application of the ethical framework in county governments. Although the Constitution and Public Officers Ethics Act may give some guidelines, there is inconsistency in implementing the same at the end of the county. The lack of planning with employees or failure in communication between the top-level leadership commonly provoke ethical dilemmas. Lack of inclusiveness may also lead to lack of ownership of county programs by employees, which will therefore delay, lead to wastage, and mistrusting by the public.

Legally, the Constitution of Kenya focuses on transparency, accountability, and participation as major elements of governance. Article 232 stipulates values and principles of service in the society such as participation by the people, accountable, responsive, effective, timely and impartial service delivery. Nevertheless, putting such principles to practice has continued to be a challenge particularly in instances where inclusiveness of employees is not well integrated in the county systems. Ignorance of these principles by counties may pose a risk of bad service delivery and inability to meet legal and ethical responsibilities.

The study also has significance in the context of Kenya development agenda as it is described in Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA). The two frameworks focus on inclusiveness, equity, and empowerment of the citizens as essential elements of sustainable development. The level at which county governments or rather the Kakamega government is conforming to such national priorities on internal employee engagement level is the direction of need of immediate scholarly interest.

Thus this study attempts to fill these gaps by undertaking an in-depth discussion of the role of inclusiveness of employees- operationalized in this study by accountability, empowerment and participation, employee equity and fairness, ethical framework, and citizen participation in service delivery of the Kakamega County Government. It attempts to identify the connections between internal employee activities and external citizen results as well as point toward viable channels of improvement. This research will use a real-world setting that has high flow of fiscal

transactions, citizen demand as well as complexity of institutions to come up with valuable information that can be implemented in policy buying, enhancement of governance efforts and eventually enhance citizen living standards.

Since the promulgation of the 2010 Constitution and the operationalization of devolution in 2013, county governments in Kenya have made notable strides in promoting localized service delivery. However, despite these structural and fiscal reforms, challenges related to inclusiveness of employees persist. Their empowerment, employee treatment, ethical leadership, and leave to govern themselves give better planning, transparent resource utilization, prompt development of services, and enhanced satisfaction of the citizens whose behavior is the ripple effect.

Statement of the Problem

The Auditor General Report (2023) indicates gaps in employee empowerment levels. Kakamega County is one of the most noted counties in Western Kenya; this makes it a great case study. Although intakes into local coffers, and national allocation, totalled more than Ksh 176 billion and Ksh 302 billion, respectively during this period, there are concerns with regards to the adequacy and fairness of service delivery. Audits presented in audit reports, especially the Auditor General Report (2025) showed that the Kakamega County was unable to explain a value of more than Ksh 1.2 billion of public funds. This fiscal improper accountability implies institutional difficulties, especially with regard to internal administration and openhandedness. The six counties in the region were subjected to disclaimer audit opinion which further affirmed that there are systemic failures in service delivery structures. The other evidence gap is that in the literature, the need to generalize the findings of all the counties without taking into account the administrative, demographic and political peculiarities of individual counties is noted. An example is Kakamega County that has experienced special cases of political pressures, where there has been incidences of harassment and profiling of workers by different county regimes. This has eroded trust and unity required in the proper delivery of services. Political interference with worker positions has also become a show in the making and this has been demoralizing as well as decreasing output. Context-specific dynamics have not been brought out well in previous research.

Objectives of the Study

- i. Assess the extent to which employee empowerment affects service delivery in Kakamega County Government.

Research Hypothesis

H₀₁: There is no significant relationship between employee empowerment and service delivery in Kakamega County Government, Kenya.

Theoretical Framework

Jensen and Mecklin's (1976) agency theory describes how the inclusion of employee literature reflects the relationship between management and shareholders. Because there are instances where management decisions are not always in the best interests of shareholders, corporate ownership and control are frequently kept apart. Managers are appointed by shareholders as their representatives in order to protect their interests. In order to accomplish this, shareholders typically monitor managers' actions and offer suitable incentives. Stockholders are forced to pay these expenses in order to protect their interests. Incentives include stock options, bonuses, perquisites, while monitoring take place through bonding the agent, reviewing of perks and limiting managerial decisions. Agency theory provides a framework to understand the relationship between principals thus citizens and agents thus elected leaders in service delivery practices and service delivery in a County context (Nguti & Oduor, 2015). In service delivery workers are employed to offer services. According to agency theory, the citizens thus principals

delegate authority to elected leaders and agents to make decisions and take actions that benefit the citizens and fulfill their interests.

There is often an information asymmetry where citizens may not have complete information about the actions and decisions of their elected leaders. This can lead to concerns about whether the agents are acting in the best interests of the principals or pursuing their own agendas (Choi, Park & Kim, 2018). Agency theory emphasizes the importance of monitoring and employee empowerment mechanisms to align the interests of the agents the elected leaders with those of the principals the citizens. This entails the use of mechanisms as elections, empowerment and involvement into the decision making process and obligation to report on such decisions to make sure that the elected leaders are responsible with their deeds. By having politicians that have been elected, knowing that their acts are aligned to the preference and interests of the citizens make them motivated to act in a manner that would provide them with good results. One of the key areas involves service delivery where the evaluation of the effectiveness and efficiency of the public services offered in the County is gauged across the expectations of the citizenry (Gyapong, Ntim & Nadeem, 2021).

The best practices of service delivery minimize the incidence of agency problems through empowerment and participation, participation and responsiveness to needs of citizens. Such mechanisms include public consultations, citizen feedback mechanism, and independent oversights to foster the empowerment of employees in addition to ensuring that the elected leaders are accountable agents (Elmagrhi et al, 2017). Problems between the principal-agent relationship involve possible conflict of interest, moral hazards and adverse selection. Mitigation measures include the establishment of institutions and policies that minimize these risks, which include clear mandates, Service delivery bench marks and ethical codes of conduct. The use of agency theory in service delivery and service provision in a county context helps to comprehend how the accountability works, how the elected leaders can be instruments representing the citizens and the tools required to realize an adequate service delivery that responds to the demands of the citizens. It highlights the fact that consequence management is crucial and that empowerment and participation should be encouraged to develop the overall Service delivery and confidence in the work of public institutions (Omondi, 2018).

In addition, the agency theory is relevant to chapter one of the Kenyan constitution, namely the issue of the sovereignty of the people as stated in article one. This article has argued that the entire sovereign authority belongs to the people of Kenya and it shall only be exercised in accordance with the constitution (Nguti & Oduor, 2015). As in the agency theory, where principals bestow power on their agents to act on their behalf, the execution of sovereign power is charged to the elected leaders and public officials under Article 1 of the Constitution. This is not complete delegation governed by the constitution that sets the parameters and limits of agent authority.

The agency theory focuses on monitoring and employee empowerment in order to make agents act in the best interest of principals. On the same note, the Constitution of Kenya has implemented the mechanisms of accountability, which entail elections, oversight structures which include the judiciary, parliament and the executive, as well as the requirements of empowerment and participation. The mechanisms will aim to make sure the elected leaders and the public officials will be answerable to what they do and what they decide (Ndemange, 2021).

Agency theory puts the spotlight on the possibilities of a conflict of interest between agents and principals. Take a case of the Kenyan context where such a situation may materialize as a misalignment between the acts of elected leaders on one side and the interests of the people on the other (Omondi, 2018). The Constitution seeks to harmonize these interests by stipulating

principles of good service delivery, empowerment and participation, and public participation to make sure that the agents act in the terms of people will and welfare.

Agents have to behave efficiently and effectively under the role of agency theory to realize the principle goals put forward by the principals. In Kenya, this comes down to expectations held by populations demanding that the chosen representatives offer services to the population, foster growth, and defend the rights of citizens according to the constitution (Adan & Nyangau, 2023). The social economic rights stipulated in the Constitution on provisions of medical care, education and housing are reminders of the agents of the same, therefore government officials that they should primarily consider the interests of the people that they are serving.

The agency theory offers a practical way or understanding the correlation between the principles raised in chapter one of the Kenyan Constitution especially the sovereignty of the people and the position of the elected leaders and the role played by the public officials as the agents of the people to exercise the sovereign power. It highlights the value of accountability, empowerment and participation, and proper service delivery among other things in addition to making sure that agents are responsibly acting in the best interest of the principals (the people of Kenya in the present case) (Chege, 2015). Agency theory guides service delivery with this aspect and thus the concept of empowerment and participation and accountability, employee equity and employee fairness as well as citizen participation is highly guided by the agencies connection therefore making it the primary theory as it explains the aspects of empowerment and participation as well as employee empowerment variables.

Conceptual Review

Employee empowerment is achievable only through the implementation of empowerment and participation; thus, every organization must validate its actions and responsibilities for all decisions and outcomes (Adan & Nyangau, 2023). Smyth (2017) posits that employee empowerment entails the obligation to address inquiries and elucidate issues pertaining to actions and initiatives executed by a representative on behalf of those who assigned the obligations. Employee empowerment is an essential principle in every organization or sector within society. Nonetheless, employee empowerment in the public sector diverges from that in the private sector. This can be ascribed to the Westminster system of governance, which grants electorates the ability to access information regarding all actions taken by the elected government, including adopted regulations and the allocation of expenditures (Adan & Nyangau, 2023).

Employee empowerment is fundamentally supported by the principles of liberal democracy. This idea posits that employee empowerment establishes a foundation for public trust in enterprises and institutions. The trust is undermined when empowering relationships are diminished (Omondi, 2018). Restrictions on empowerment influence the degree of public trust in governmental institutions. Aveling, Parker, and Dixon-Woods (2016) identify the conventional kinds of empowerment as managerial accountability, public employee empowerment, and political responsibility. Managerial empowerment necessitates a direct agent-principal relationship, granting authority to be apprised of the duties performed by staff. Nonetheless, accuracy and dependability may be undermined in the absence of suitable contractual structures. The capacity to provide dependable public information is contingent upon legal regulations (Karlsson *et al.*, 2018).

Empirical Review

Past studies on employee empowerment were executed from a number of scholars for instance Barako and Brown (2016) on employee empowerment effect on service delivery in public sector, Waikenda, Lewa & Muchara, (2019) in public sector specifically county governments in Kenya. In education sector specifically by Giorgidge (2016) while Han and Hong (2016) on US federal

government. In South Africa Mchunu (2025) assessed employee empowerment in service sector. In Isilo County of Kenya Galgalo (2017) employee empowerment affected delivery of services. In Kenya City County of Nairobi Mwati and Minja (2017) found delivery of services attached to employee empowerment. A study in Nairobi City County by Nzoka and Wanyama (2022) found employees empowerment reliable for delivery of services. The study emphasized the need for county-specific strategies to enhance internal governance. Summary of Gaps: Past studies focused on different counties or national institutions, often lacked multidimensional constructs of empowerment, or relied on perception-based metrics. This study addresses these gaps by applying a multidimensional construct of empowerment specific to Kakamega County using mixed methods.

Conceptual Framework

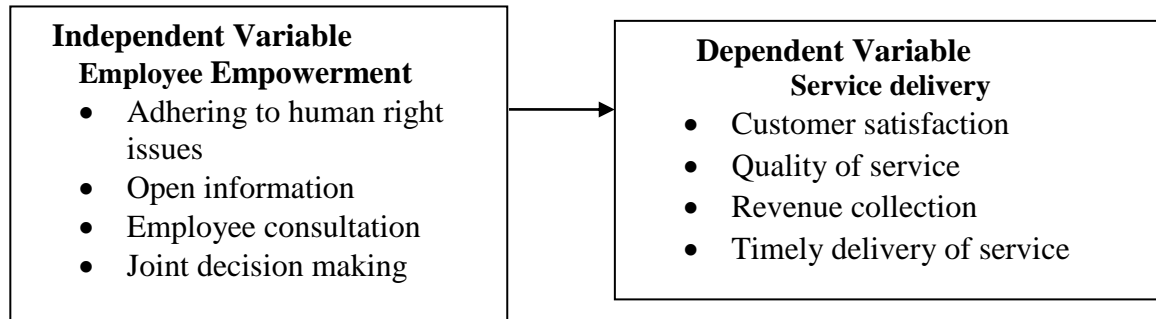


Figure 1 Conceptual framework

Methodology

Research design: This study utilized a descriptive research design with correlational analysis to investigate the relationship between employee inclusion and service delivery in Kakamega County Government. This design selection corresponds with the primary objective of the study—to investigate and delineate the current patterns and interactions among the variables without alteration.

Population: The target population for this study comprised employees of the Kakamega County Government across various job cadres including top management (chief officers and directors), middle-level managers (sub-county administrators, departmental heads), and junior staff (ward and village administrators). Initial figures indicated 40 directors and 35 deputy directors; however, it is important to clarify that in Kakamega County’s structure, directors do not officially have deputies. The sample size of 250 was determined by Yamane 1967 formulae.

Data collection: Primary data was gathered through self-administered questions. The study used closed questions. The questionnaire contains part A on personal information and part B on inclusiveness of employees, part C moderator organizational factors and part D service delivery.

Data Analysis: This study utilized primary data, which was gathered directly from respondents through structured questionnaires.

Results and Discussion

Response rate: The studies response was 176 of 250 hence 70.4% response rate considered meaningful (Mugenda & Mugenda, 2013).

Table 1: Employee Empowerment

Employee empowerment			S Agree	Agree	F Agree	Disagree	SDisagree	Mean	S.D
Employees	rights	are	42	78	44	8	4	3.89	1.81
respected			(23.9)	(44.3)	(25)	(4.5)	(2.3)		

Oversight on county activities is in practice	36 (20.5)	112 (63.6)	0 (0)	26 (14.8)	2 (1.1)	3.15	1.91
There is a consultative forum for workers	20 (11.4)	92 (52.3)	60 (34.1)	4 (2.3)	0 (0)	3.27	1.19
Employee empowerment issues are respected	24 (13.6)	92 (52.3)	0 (0)	56 (31.8)	4 (2.3)	3.79	1.21
Open communication is in place	36 (20.5)	112 (63.6)	0 (0)	26 (14.8)	2 (1.1)	3.49	1.17

Source: Primary Data (2025)

Table 1 indicates various levels of agreement on employee empowerment. The mean score of 3.79 and a standard deviation of 1.21 indicate moderate agreement with heterogeneity in perceptions. This underscores that employee empowerment, if effectively employed, service delivery was accomplished.

Table 2: Correlation Matrix

		Employee empowerment	Service delivery
Employee empowerment	Pearson Correlation Sig. (2-tailed)	1	
Service delivery	Pearson Correlation Sig. (2-tailed) N	.731** .003 176	1 176

Source: Primary Data (2025)

Table 2 indicates a positive correlation between employee empowerment and service delivery. The coefficient is 0.731, and the p-value is 0.003, suggesting statistical significance at a 95% confidence level. An enhancement in staff empowerment would lead to a concomitant improvement in service delivery within Kakamega County administration. The study by Mwati and Minja (2017) examined employee inclusivity and its impact on organizations. Service provision: the case of Nairobi City County, Kenya.

Table 3 Regression Results of Employee empowerment and Service delivery

Model Summary ^a										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig.	F Change
1	.731 ^a	.514	.459	.60371	.506	176.181	1	174	.000	
a. Predictors: (Constant), Employee empowerment										
ANOVA ^a										
Model		Sum of Squares	df	Mean Square	F	Sig.				
1	Regression	32.139	1	32.139	176.1	.006 ^b				
	Residual	31.344	174	.364	81					
	Total	63.482	175							
a. Dependent Variable: Service delivery										
b. Predictors: (Constant), Employee empowerment										
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.				
		B	Std. Error	Beta						
1	(Constant)	2.139	.505		4.240	.000				
	Employee empowerment	.371	.131	.292	2.835	.006				

Source: Primary Data (2025)

The R-squared value of 0.514 in Table 3 suggests that employee empowerment accounts for 50.4% of the variance in service performance within the Kakamega County government, Kenya.

The ANOVA table findings indicate that the model is significant at the 95% confidence level, as evidenced by $F(1,176) = 176.181$ and $P = 0.006$, which is less than 0.05. This indicates that staff empowerment within the Kakamega County administration serves as a significant predictor of service delivery. The fundamental equation of linear regression is as follows: $Y = 2.139 + 0.371$ Empowerment of employees.

The unstandardized regression coefficient for employee empowerment was 0.371, with a significance level of $P = 0.006$, indicating statistical significance at $P < 0.05$. This indicated that there will be a significant alteration in service delivery within Kakamega County government by 0.371 in the same direction for each unit change in employee empowerment. This study concurs with Galgalo (2017), who examined the impact of staff inclusion on service delivery within county governments in Kenya, specifically focusing on Isiolo County Government. This further corroborates a study by Waikenda, Lewa, and Muchara (2019) that investigated staff inclusivity and service delivery in county governments in Kenya.

Conclusions

The objective was to determine the impact of employee empowerment on service delivery. The relationship between empowerment and service delivery indicated a significant positive relationship. The delegation of authority, skill development, and involving the workforce in decision-making processes were proven to be a way to empower the employees and make them more motivated and efficient. This elucidates the important contribution empowerment can make in terms of enabling employees to own their jobs and contribute to the performance of the county.

Recommendations

The County Government of Kakamega ought to create participatory work environment in the workplace where consultation and shared decision making should be the culture. With regular coaching sessions, capacity building of employees on the basis of skills, and selective delegation of duty, employees will be motivated, engaged, and efficient. By its turn, this will have a favorable impact on quality and promptness of delivery service.

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