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Abstract
The main aim of this study was to determine the influence of empowerment attributes on organisational performance of Kenya's energy parastatals. Positivism research philosophy and descriptive design were adopted. A total of 16996 employees in the ten organisations that are in the energy sector were targeted for the study. Stratified random sampling technique was used to select a sample size of 384 respondents. A structured questionnaire was used as an instrument for primary data collection. Descriptive statistics and inferential statistics were used in analysing quantitative data. Descriptive statistics included percentages, frequencies, means, and standard deviations while inferential statistics included correlation and regression analysis using Statistical Package for Social Sciences (SPSS) version 28. The findings were presented using tables and figures. Regression analysis yielded $R^2 = .553$, $F(1,302) = 373.332$, $p < .05$, and a beta coefficient of $\beta = 0.744$, $t = 19.322$, $p < .05$, indicating that the empowerment attributes significantly influenced organisational performance of Kenya's energy parastatals. The study concludes that empowerment attributes significantly influence organisational performance in Kenya's energy parastatals. The study recommends that management of Kenya's energy parastatals should focus on increasing delegation, encouraging employee participation, and granting autonomy. For future research, the study recommends exploration on how empowerment attributes affect organisational performance in other sectors and industries, particularly those with different regulatory environments. Future studies should also examine other potential moderators and mediators, such as employee engagement and corporate social responsibility, to gain a more nuanced understanding of the factors influencing organisational performance.

Introduction
Leadership is a valuable resource that helps both employees and organisations achieve their goals. In today's business world, competent leadership is more vital than ever for a company to adapt to its environment and achieve its goals, as top management plays a critical role in determining a company's success or failure (Ayoko, 2020). Any organisation's success or failure is determined by its leadership. A leader's job is to lead by example and establish standards to guarantee that a company achieves its goals (Gamarra & Girotto, 2022).

The empowerment aspect of leadership relates to the leader's power-sharing attributes, the development of employees' skills, and mentorship to foster a positive organisational atmosphere (Zahrani, 2022). According to Ahmad, Gao, and Hali (2021), the empowerment behaviour dimension

of leadership entails involving team members in goal-setting and decision-making, motivating them to undertake challenging tasks, and providing opportunities for innovation. Mbeki and Moyo (2021) define character traits as the external manifestation of a leader's personal values and integrity, aimed at achieving ethically sound outcomes.

Empowerment is a complex phenomenon that contributes significantly to improving the performance of people and organisations. It covers numerous features that enable the sharing of power, training, and mentoring within organisations (Aftab, Sarwar, Amin & Kiran, 2021). The connection between these factors and empowerment is enormous because they are all interconnected and can help create a more motivated and competent workforce (Costa, Daher, Neves, & Velez, 2022).

The ability to share power is one of the major qualities of empowerment in an organisation. To develop a culture of cooperation and trust among employees, power sharing is required. Tore and Uysal (2022) consider both organisational and social-psychological facets of empowerment, in which leaders distribute power within their teams, thereby increasing intrinsic motivation. This power sharing not only makes the employees more engaged but also helps them feel ownership of what they do, and hence, the performance is better off. Additionally, Wu, Wang and Hsieh (2022) note that empowerment in critical care is about shared decision-making, an attribute essential to working as a team and treating patients.

Another important aspect that will increase empowerment is training. Training programmes are effective in equipping employees with the skills and understanding required to carry out their functions with confidence. Training can have a significant impact on empowerment by building employees' confidence in their abilities (Pradhan and Panda, 2021). As an example, Singh, Mahapatra and Kumar (2022) emphasise that training programmes may promote the collective empowerment of work units, resulting in enhanced teamwork and creativity. Also, Misra, Sharma, Kumar, Ibrahim, Kshirsagar and Boopathi (2025) affirm that the alignment of training materials with employees' needs is important to maximise the benefits of training, thereby supporting the empowerment process.

Mentoring is also an important part of the empowerment framework. Mentorship provides direction and supports one's professional growth and development. Mentoring and empowerment are two concepts that are interrelated: as mentors empower their mentees, they improve their leadership abilities. Brown and Montoya (2020) demonstrate that well-organised mentoring programmes can significantly contribute to participants' confidence and empowerment and provide an opportunity to effect substantial change in their workplace settings. In addition, mentoring as part of the training programmes can establish a positive learning environment that encourages empowerment (Afandi, 2021).

According to Oxfam (2023), the governance of Kenya's electricity sector has been marred by politicisation and corruption, which undermine operational efficiency and transparency. The Kenya Power and Lighting Company (KPLC) and KETRACO have been particularly criticised for their management practices, which have led to substantial power losses and higher electricity costs for consumers (Twesigye, 2024). Despite extensive studies on empowerment attributes, particularly in parastatals, there is a noticeable dearth of research on energy-sector parastatals, especially in developing nations. The contextual gap is highlighted in the study by Umar, Tamsah, Mattalatta, and Baharuddin (2020) in India, which explored the relationship between ethical leadership and team performance in public organisations and concluded that empowerment attributes improve employees' productivity, ultimately leading to improved organisational performance. There are also methodological gaps in similar studies; for example, Zulueta (2021) examined how to sustain compassionate healthcare through compassionate leadership during the COVID-19 pandemic. The

study sampled 30 respondents and recommended further investigation with a larger, more diverse sample.

Otiende and Makokha (2020) investigated the impact of employee participation on the performance of part-time lecturers in Kenyan public universities and found that employee participation had a significant influence on their performance. The study focused on the moral attributes of ethical leadership; hence, it has conceptual gaps as it did not include the other dimensions of ethical leadership. Kithinji and Gatobu (2025) investigated the impact of a participatory leadership style on organisational performance in Kenya's public transport sector and concluded that participative and situational leadership were significantly and positively related to organisational performance. The study identifies a conceptual gap and recommends that further studies be conducted in other sectors and focus on additional empowerment attributes and variables. The suggestions put forth in prior research emphasise the need for deeper investigation into empowerment attributes and their impact on organisational performance, specifically within the energy sector. Thus, the impetus for this study was to ascertain how empowerment attributes influence performance within Kenya's energy-sector parastatals.

Theoretical review

This study is anchored on Peter Blau's Social Exchange Theory (1964), which explains how relationships between individuals are based on reciprocal exchanges of benefits and obligations. The theory assumes that when one party provides valued resources or support, the recipient feels obligated to reciprocate with positive attitudes and behaviours. In organisational settings, this exchange relationship is well demonstrated between leaders and employees, where empowering leadership practices are frequently rewarded with greater employee commitment, engagement and performance.

In light of this study, attributes of empowerment of power sharing, training and mentoring are organisational investments in employees. When leaders delegate to employees, involve them in decision-making, and offer opportunities for skill development and career growth, employees see these as organisational supports. According to Social Exchange Theory, such perceived support engenders a sense of obligation among employees to reciprocate with better job performance, efficiency and respect for organisational regulations.

In addition, empowerment practices enhance the quality of the relationship between leaders and employees, fostering trust, respect, and mutual commitment. Employees who feel valued and supported tend to demonstrate positive work behaviours, such as organisational citizenship behaviour, accountability, and increased productivity. This reciprocal relationship subsequently leads to better organisational performance, especially in structured environments known as energy parastatals in Kenya, where efficiency and compliance are key performance indicators.

Therefore, Social Exchange Theory provides a relevant theoretical basis for explaining the nature of empowerment attributes in relation to organisational performance. In support of the latter, we argue that when organisations invest in empowering their employees, employees respond by enhancing their performance, thereby strengthening the exchange relationship and contributing to overall organisational success.

Conceptual Framework

In this study, the conceptual framework consisted of the independent variable, empowerment attributes style, measured by the sub-constructs of power sharing, training, and mentoring. Organisational performance, the dependent variable, was measured by efficiency and regulatory

compliance. Figure 1 shows the relationship between the independent variable (empowerment attributes) and the dependent variable (organisational performance)

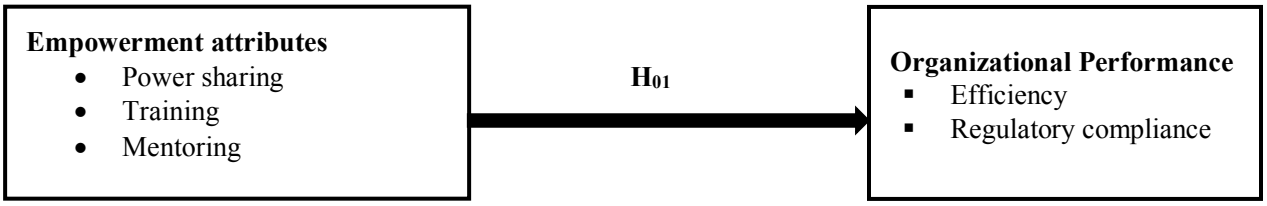

Figure 1: Conceptual Framework

Empowerment Attributes and Organisational Performance

Chukwuemeka (2020) examined the link between employee participation in decision-making and organisational performance of a public organisation in Anambra State, Nigeria. The study utilised a descriptive study survey as its methodology and a census sampling approach to ensure that all members of staff were included in the sample. The method employed was descriptive analysis. Findings from the study revealed that employee consultation, employee engagement, and employee commitment had a significantly positive effect on organisational performance in Nigerian organisations. The study concluded that employee participation in decision-making had a significant positive effect on organisational performance. This is supported by findings from similar studies in the technology sector, showing that PDM significantly enhances firm performance.

Umar, Tamsah, Mattalatta and Baharuddin (2020) explored the relationship between training effectiveness and team performance in public organisations. The study investigated the causal link between training effectiveness variables, soft-skill competence, employee creativity, and team performance, shedding light on how training interventions could enhance team dynamics and overall performance within organisations. This finding aligns with studies in manufacturing firms that emphasise the impact of well-organised training on performance.

A study conducted on coaching and its influence on performance in Kenyan commercial banks, by Muchiri, Waiganjo and Kahiri (2022), focused on performance coaching, career coaching, executive coaching, and life-skills coaching, and how they influence organisational performance. The study collected data from 306 employees working in six commercial banks in Kenya using questionnaires. The results indicated that performance coaching, with aspects like goal-setting and achievement, feedback mechanisms, and personal development, influences organisational performance, and that career coaching, with elements like personal interests and career expectations, is incorporated into the organisational objective and influences performance. The study concluded that performance coaching greatly influences organisational performance; second was career, third executive, and lastly is life-skills coaching. The study recommends that bank management invest in coaching programmes to improve performance.

Methodology

Study Design

The research design used was descriptive correlational. This design was appropriate since it allowed the researcher to investigate the relationship between empowerment attributes and organisational performance without manipulating the study variables. It also provided for the collection of quantitative data at a single point in time to establish patterns, trends, and associations among the variables (Modise, 2023; Shuwen, Ruiqian, Seufert, Jinlian and Limin, 2024).

Study Site

The study was carried out in Kenya and targeted ten energy sector parastatals, including Energy and Petroleum Regulatory Authority (EPRA), Kenya Pipeline Company (KPC), Kenya Electricity Generating Company (KenGen), Kenya Power and Lighting Company (KPLC), Kenya Electricity Transmission Company (KETRACO), Rural Electrification Authority (REA), Geothermal Development Company (GDC), Nuclear Power and Energy Agency (NUPEA), National Oil Corporation of Kenya (NOCK) and Kenya Petroleum Refineries Limited. These organisations were chosen as they play a critical role in energy generation, transmission, regulation and distribution in Kenya.

Sampling and Sample Size

The target population for the research work were 16,996 employees working in the selected energy parastatals. A stratified random sampling technique was implemented to guarantee that each organisation was represented in proportion. The population was divided into 10 strata by organisation, and a sample size of 384 respondents was calculated using Yamane's (1967) formula. This approach increased representativeness and decreased sampling bias. The target population are indicated in Table 1

Table 1: Population Distribution

No	Company	Employees	Percentage
1	Energy and Petroleum Regulatory Authority (EPRA)	218	1.28
2	Kenya Pipeline Company (KPC)	1522	8.96
3	Kenya Electricity Generating Company (KenGen)	2650	15.59
4	Kenya Power and Lighting Company	9663	56.85
5	Kenya Electricity Transmission Company	540	3.18
6	Rural Electrification Authority (REA)	308	1.81
7	Geothermal Development Company (GDC)	443	2.61
8	Nuclear Power and Energy Agency (NUPEA)	188	1.11
9	National Oil Corporation of Kenya (NOCK)	987	5.81
10	Kenya Petroleum Refineries Limited	477	2.81
	Total	**16996**	**100.0**

A stratified random sampling technique was used to select a sample of 384 respondents, weighted by each stratum's percentage. The organisations from different categories were grouped into 10 homogenous strata before sampling. Yamane's (1967) formula was used to define the sample for each stratum. A five-point Likert scale measured respondents' agreement levels (Zahrani, 2022).

Data Collection

Primary data for this study were gathered using a structured questionnaire. The instrument was designed to obtain information relevant to the study variables and was divided into three major sections. Section A collected the respondents' demographic data, such as gender, age, educational level, and work experience. Section B focused on the independent variable, empowerment attributes, which were measured using three key sub-constructs: power sharing, training, and mentoring. Section C measured the dependent variable, organisational performance, using efficiency and regulatory compliance. All items in the questionnaire were calibrated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

A pilot study was conducted to assess the suitability and clarity of the research instrument prior to the main data collection. The pilot consisted of a small sample of respondents drawn from similar organisations and was not used in the final study. Content validity of the instrument was guaranteed by using expert review of supervisors and academic professionals to test the relevance, clarity and

alignment of the items in the questionnaire with the objectives of the study. Reliability of the instrument was tested using the Cronbach's Alpha coefficient and all the constructs achieved scores above the acceptable threshold value of 0.7, which indicated reliability of the instrument and internal consistency (Eluwole, Karatepe & Avci, 2022.

The data collection process commenced with obtaining the requisite authorisation from the relevant institutions and organisations. The questionnaires were then distributed to respondents using both physical and electronic methods to improve accessibility and response rates. The study's purpose was explained to the respondents, and they were assured of confidentiality and anonymity; their participation was voluntary. Follow-ups were conducted via email and phone calls to improve response rates and questionnaire completeness.

Data Analysis

Collected data was coded and analysed by using the Statistics package for social science (SPSS) version 28. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarise the data. Inferential statistics were used to test the relationships between the variables and these included Pearson's correlation analysis and regression analysis. In addition, diagnostic tests, namely normality, linearity, multicollinearity and homogeneity of variance, were also performed to ensure the assumptions for performing regression analysis were met.

Ethical Considerations

Ethical considerations were strictly followed throughout the study. Approval to conduct the research was obtained from the concerned authorities and research organisations. Respondents were informed about the purpose of the study, and their participation was voluntary. Informed consent was obtained before data collection, and participants were assured of confidentiality and anonymity. The data collected were used for academic purposes only and handled with integrity, respecting the privacy of the respondents.

Results

A total of 384 questionnaires were distributed, of which 304 were fully filled and returned, four were incomplete, and 76 were not returned. This represented a response rate of 79.17%.

Descriptive Statistics

Descriptive statistics were utilised to analyse the demographic data of the participants and the organisation in which they worked. The findings revealed a moderate gender imbalance in favour of males (59.3%) and females (40.7%). The highest proportion of respondents (42.1%) was aged 31-40, with 28.5% aged 41-50, 18.2% aged 21-30, and 11.2% aged 50+. In terms of education, the workforce was well educated with 49.7% holding a bachelor's degree, 28.3% holding a postgraduate degree, 17.8% holding a diploma and 4.2% holding a PhD. Regarding work experience, 37.4% had a 6-10-year tenure, 29.8% had a 1-5-year tenure, 21.5% had a 11-15-year tenure, and 11.3% had over 15 years of tenure, with a high level of institutional familiarity. The allocation within the organisations was as follows: KenGen (22%), KPLC (18%), EPRA (12%), KETRACO (11%), KPC (10%), GDC (9%), NOCK (7%), REA (5%), NUPEA (4%), and KPRL (2%). In general, the demographic findings indicated that the majority of respondents were mature, experienced, and well-educated professionals who provided reliable information on empowerment attributes and performance within Kenyan energy parastatals.

Findings in Table 2 show that delegation of duties had a mean of 3.53 (SD = 0.639), indicating moderate agreement with some variability in responses. Staff participation in policy formulation received a slightly lower mean of 3.46 (*SD* = 0.628), suggesting that some employees feel less involved in the decision-making process. In contrast, the empowerment attributes integration into training received

a high mean of 3.50 (*SD* = 0.650), indicating strong support for ethical practices in leadership training initiatives. The skewness obtained in the study indicates that the scores are positively skewed and fell within the range of -2 to +2, thus no case of excessive skewness was found in the data. Similarly, the kurtosis values did not indicate excessive kurtosis, as they also fell within the range of -2 to +2. Overall, these findings imply that the assumption of normality is not violated in the study.

Table 2: Frequency Distribution for Empowerment Attributes

	Empowerment Attributes Statements	Mean	SD	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
1	Delegation of duties is encouraged in our company	3.53	.639	-.035	.140	-.231	.279
2	Staff participation is a requirement in formulation of policies and procedures in our organization	3.46	.628	-.092	.140	-.287	.279
3	My leader delegates authority appropriately, giving team members the power to make decisions	3.51	.640	-.253	.140	-.226	.279
4	Leadership provides clear and transparent reasons for their decisions.	3.51	.660	-.024	.140	-.209	.279
5	My leader encourages collaboration and shared responsibility among team members.	3.46	.669	.024	.140	-.202	.279
6	Leaders encourage continuous learning and improvement among employees.	3.47	.659	.191	.140	-.172	.279
7	Leaders provide sufficient opportunities for collaboration and knowledge sharing within the organization.	3.46	.638	.008	.140	-.236	.279
8	The organization regularly assesses the effectiveness of its training's initiatives.	3.50	.603	.149	.140	-.370	.279
9	I believe that ethical leadership practices are integrated into our training initiatives	3.50	.650	-.085	.140	-.218	.279
10	There is a clear training plan provided by management for all employees	3.46	.628	-.011	.140	-.266	.279
11	Management implements the mentorship programme	3.48	.644	.049	.140	-.220	.279
12	My mentor provides valuable feedback that enhances my professional growth	3.49	.645	.310	.140	-.201	.279
13	Succession planning is implemented by the leaders	3.50	.624	-.041	.140	-.278	.279
14	Management provides feedback that reinforces ethical behaviour and decision-making	3.46	.617	.236	.140	-.238	.279
15	The mentorship programme aligns with my personal and professional development needs.	3.47	.654	-.127	.140	-.241	.279

Inferential Statistics

The inferential statistics included factor analysis, correlation analysis, Chi-Square test, linearity test, multicollinearity test, homoscedasticity test and linear regression analysis.

Factor Analysis Results

In Table 3, the Kaiser-Meyer-Olkin (KMO) statistic was 0.975, considerably higher than the critical threshold of 0.5 (Shrestha, 2021). In addition to the KMO test, Bartlett's Test of Sphericity ($\chi^2(105)$, N = 304) = 2936.757, p <, was highly significant. These findings give a strong rationale for further statistical analysis.

Table 3: KMO and Bartlett's Test 15 variables were measured to evaluate the influence of empowerment attributes on the organisational performance of Kenya's energy parastatals. To determine the number of components to retain, the Kaiser criterion was applied. In this criterion, the Eigen value for the retained components is greater than one. After extraction, one component was selected. Cumulatively, these components accounted for 59.571% of the total variation as indicated in Table 4.

Table 4: Total Variance Explained for Results of Empowerment Attributes

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative%
1	8.936	59.571	59.571	8.936	59.571	59.571
2	.638	4.251	63.822			
3	.555	3.702	67.524			
4	.534	3.560	71.083			
5	.508	3.389	74.472			
6	.478	3.188	77.660			
7	.468	3.121	80.781			
8	.434	2.893	83.674			
9	.420	2.799	86.473			
10	.378	2.520	88.993			
11	.359	2.396	91.389			
12	.348	2.317	93.706			
13	.337	2.245	95.951			
14	.327	2.178	98.129			
15	.281	1.871	100.000			

Extraction Method: Principal Component Analysis.

Correlation Analysis

As indicated in Table 5, there was a positive correlation between empowerment attributes and Organisational performance, which was statistically significant, $r(304) = 0.744$, $p=0.000$. This indicates that empowerment attributes had a significant influence on organisational performance in Kenya's energy sector parastatals.

Table 5: Correlation Analysis

		Organisational performance
Empowerment attributes	Pearson Correlation	.744**
	Sig. (2-tailed)	.000
	N	304

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

Linearity Tests

The study performed a linearity test to assess whether the relationship between empowerment attributes and organisational performance was linear. As indicated in Table 6, the significance value for deviation from linearity is 0.133, which exceeds the 0.05 threshold. This suggests that the relationship between empowerment attributes and organisational performance is linear.

Table 6: Linearity Test

			Sum of Squares	Df	Mean Square	F	Sig.
Organisational Performance * Empowerment attributes	Between Groups	(Combined)	49.482	36	1.375	11.985	.000
		Linearity	44.283	1	44.283	386.112	.000
		Deviation from Linearity	5.200	35	.149	1.295	.133
	Within Groups		.328	30.622	267	.115	
	Total		.760	80.104	303		

Multicollinearity Test

The study used Variance Inflation Factors (VIFs) for each variable to assess multicollinearity. If VIF values fall between 1 and 10, it is assumed that there is no multicollinearity. Since all the values were

between 1 and 10, the study findings indicated no multicollinearity problem in the relationship between empowerment attributes and organisational performance. The results are presented in Table 7.

Table 7: Multicollinearity Test for Empowerment Attributes

Variable	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Power Sharing	.412	2.425
Training	.413	2.424
Mentoring	.464	2.157

Homoscedasticity Test

This test was carried out to determine whether the data were equally scattered about the centre, implying that the variances of the data about the mean were equal. Results show that the p-value associated with the Levene Statistic *(F* (31, 267) = 1.291, *p* = 0.267) exceeded the study's significance level (p ≤ .05). Thus, the variance was homogeneous.

Table 8: Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
1.291	31	267	.146

Regression Model Summary

As indicated in Table 9, the linear regression model is Y = β0 + β1X1 + e, where X represents empowerment attributes and e denotes the error term. The coefficient of determination (R^2) and correlation coefficient (r) show the degree of association between empowerment attributes and organisational performance. The values of R and R^2 are 0.744 and 55.3%, respectively. The R value of 0.553 indicates the strength of the correlation between empowerment attributes and organisational performance. This means that 55.3% of the variation in organisational performance can be explained by empowerment attributes.

Table 9: Model Summary

Model	R	R square	Adjusted R square	Std. Error	Sig
1	0. 744[a]	.553	.551	.3444	0.000
a. Predictors: (Constant) (empowerment attributes)					
b. Dependent Variable: Organisational performance					

Regression ANOVA

Analysis of Variance (ANOVA) was applied to determine whether variations in empowerment attributes could explain differences in organisational performance. The model is a good fit, *F* (1, 302) = 373.332, *p* < 0.05, as shown in Table 10. As a consequence, empowerment attributes illustrate variations in Organisational performance.

Table 10: Empowerment attributes ANOVA Results

	Model	SS	Df	MSS	F	Sig
1	Regression	44.283	1	44.283	373.332	.000[b]
	Residual	35.822	302	.119		
	Total	80.104	303			
a. Dependent Variable: Organisational performance						
b. Predictors: (Constant), Empowerment attributes						

Regression Coefficient

There was a positive and significant relationship between empowerment attributes and organisational performance, $\beta = 0.774$, $t(302) = 19.322$, $p < 0.05$. This means that a unit increase in empowerment attributes led to a 0.774 increase in organisational performance. Thus, additional empowerment attributes positively influenced the organisational performance of Kenya's energy parastatals.

Table 11: Empowerment attributes Regression Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.547	.141		10.980	.000
	Empowerment attributes	.774	.040	.744	19.322	.000

a. Dependent Variable: Organisational Performance

Discussion

Empowerment Attributes and Organisational Performance

The finding suggests that organisations in which leaders practice empowerment through the delegation of authority, staff involvement in strategic decisions, mentorship, and professional development tend to perform better. This result agrees with the study by Kithinji and Gatobu (2025), who found a correlation of $r = .738$ ($p < .01$) between participative leadership and performance in Kenyan government ministries. Similarly, Dindi (2022), in the context of Kenya's construction sector, found a correlation of $r = .716$, confirming the widespread positive impact of empowerment in diverse sectors. M'mutiga, Ngugi and Ngatia (2025) also observed a correlation of $r = .721$ in state corporations, arguing that empowerment stimulates innovation, commitment, and alignment with organisational goals. According to Juma and Okoth (2021), empowerment enhances psychological contract fulfilment, leading to increased discretionary effort and output. These findings are grounded in Blau's (1964) Social Exchange Theory, which posits that when employees receive support and trust from leadership, they reciprocate with improved commitment, performance, and retention.

Findings also indicate that performance outcomes across the parastatals were systematically linked to varying levels of empowerment practices. The finding supports the view that empowerment is not randomly distributed but is positively aligned with a performance-based organisational culture. Chukwuemeka (2020) observed a similar pattern in Nigerian public organisations, with a Chi-Square value of $\chi^2 = 138.114$ ($p < .05$), where employee involvement in decision-making processes translated into greater adherence to institutional objectives and improved morale. In Kenya, Kiprotich and Otieno (2022) also found a statistically significant Chi-Square relationship between empowerment and employee productivity in the energy sector, emphasising that inclusiveness in decision-making builds a sense of ownership and accountability. Additionally, Okeke and Nwankwo (2022) highlighted that empowerment strengthens internal governance structures by improving procedural justice and enhancing performance metrics such as output reliability and task efficiency.

The results suggest that over half of the variation in performance could be attributed to empowerment practices. The model's strength confirms that empowerment is a substantial determinant of organisational effectiveness. These findings are corroborated by Otiende and Makokha (2020), who found $R^2 = .527$ and $\beta = 0.763$ in a study assessing the role of participatory leadership in Kenyan universities. Kimpah and Ibrahim (2020) also recorded $R^2 = .544$ and $\beta = 0.769$ in Malaysian manufacturing firms, confirming the global applicability of empowerment-driven models. In addition, Kibai and Awuor (2024) emphasised that empowering leadership enhances performance by

increasing job satisfaction and perceived competence among employees, both of which are statistically proven antecedents of institutional output. This is supported by Bass and Avolio (1994), who, in their Transformational Leadership Model, explained that empowering employees cultivates autonomy and innovation, two core factors that directly contribute to sustained organisational performance in dynamic environments such as the energy sector.

Despite the major findings, this research had limitations that should be considered when interpreting the results. First, the study was restricted to energy parastatals in Kenya, which may affect the generalizability of the findings to other sectors or other geographical jurisdictions. However, this focus was intentional to obtain in-depth insights within a critical and highly regulated sector, and stratified random sampling was applied to ensure adequate representation across the selected organisations. Second, the study was based on self-reported data collected by questionnaires and may be prone to response bias, such as social desirability or inaccurate self-assessment. To address this concern, the respondents were assured of anonymity and confidentiality, which helped minimise the possibility of biased responses. In addition, standardised measurement scales and reliability tests (Cronbach's alpha) were applied to increase the consistency and credibility of the data.

Conclusions

The study found that empowerment attributes significantly influence organisational performance in Kenya's energy parastatals. Therefore, it is recommended that leaders in Kenya's energy parastatals focus on enhancing empowerment practices by increasing delegation, encouraging employee participation, and granting employees autonomy to make decisions. It is also recommended that management ensure a structured system for regular feedback, staff development, and involvement in decision-making processes. While this study provides valuable insights into the relationship between empowerment attributes and organisational performance, further research is needed to explore additional aspects and provide more comprehensive findings. Future studies could examine how empowerment attributes influence organisational performance in sectors outside the energy industry, particularly in sectors with different regulatory and operational environments. This would provide a broader understanding of the applicability of the study's findings across various industries.

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