

**INFLUENCE OF ETHICAL LEADERSHIP ON EMPLOYEE ENGAGEMENT IN
THE KENYAN AIRLINE INDUSTRY**

A Case Study of Kenya Airways PLC

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DECLARATION

I declare that, this research project is my own original work and has not been presented for an award in any institution of higher learning.

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This research project has been submitted for the course examination with my approval as the university Supervisor.

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DEDICATION

This research proposal project is dedicated to my wife Viona Aluvale, my children Nadia Aluvale and Nate Aluvale for their prayers, support and encouragement during my pursuit of this Diploma.

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ABBREVIATIONS AND ACRONYMS

AC	Affective Commitment
CFA	Confirmatory Factor Analysis
CIPO	Chartered Institute For Personal Development
EC	Employees' Creativity
EL	Ethical Leadership
RA	Research Assistant
SEM	Structural Equation Modelling
SET	Social Exchange Theory
WE	Work Engagement

OPERATIONAL DEFINITION OF TERMS

Credibility	Refers to leader's right decisions and actions combined with good intentions, and accompanied by moral correctness of behaviours
Employee engagement	Is defined as the commitment of employees to their tasks of service delivery.
Employee performance	Refers to the level at which the employees deliver their services to the customers; satisfaction through utilization of required information and skills.
Empowerment behaviour	Is defined as involving subordinates in goal setting and decision-making, encouraging subordinates to take greater responsibilities and giving subordinates the opportunity to try out innovative methods
Ethical leadership	Is defined as the expression through personal conduct and interactive relationships, of behaviour deemed to subscribe to acceptable norms, and the advancement of such behaviour to subordinates through mutual interaction, emphasis and decisiveness
personality traits	Refers to the outward expression of personal values and sense of integrity that is intended to achieve morally appropriate outcomes and psychological traits of a leader's character, his or her social skills and his or her ability to create an appealing climate
Technical abilities	Refers to the set of technical abilities, owned by the leader, like his or her knowledge and his or her know-how, that may explain his or her capacity to influence

ABSTRACT

There is declining productivity of the airline industry in Kenya due to disengagement; devastatingly effecting on their productivity and significant impacting on the organizational performance of the airline industry. Consequently, the industry is losing between 5% and 15% of its annual sales revenue. Poor leadership decisions have been linked to poor employee involvement in the Kenya airline industry with most empirical literature indicating that ethical leadership has a positive significant effect on employee engagement. However, empirical evidences suggest that existing research on the influence of; leaders' technical skills, personality traits, leadership credibility and empowerment behavior on employee engagement in the Kenya Airline industry is relatively limited. Therefore, it remains unclear whether the available ethical leadership programs are effective in stimulating the commitment of employees needed to achieve the desired level of employee productivity. Accordingly, this study seeks to close this research gap by assessing the influence of ethical leadership on employee engagement in the Kenyan airline industry. The study was guided by the following; adaptive and generative learning theory and Maslow's hierarchy of needs theory. This study, which adopted descriptive research design, had a target population of 1170 employees of Kenya Airways who were located in Nairobi. Using the formula by Mugenda and Mugenda (2003), the study obtained a sample population of 117 respondents, who were selected using simple stratified random sampling technique. The study collected data from primary sources using structured questionnaire, which was tested for validity and reliability before administration. Data was analysed using quantitative approach to produce descriptive statistics which was in form of frequencies, percentages, mean and standard deviation. The Statistical Package for Social Sciences (SPSS) software version 20.0 was used to help analyse the data. The study concludes that; technical abilities in ethical leadership highly influences employee engagement in Kenyan airline industry, personality traits highly influences employee engagement in Kenyan airline industry, empowerment behaviour highly influences employee engagement in Kenyan airline industry, and credibility (moral) traits highly influences employee engagement in Kenyan airline. The study recommends that Kenyan airline industry should; carry out a business reengineering processes to enhance the technical abilities of its leaders, review its human resource development

strategies to ensure that their leaders adequately display responsive personality traits, equip its managers with training and skills empowerment through regular seminars and in house group meetings, empowers its managers and leaders with insights on moral traits.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

According to Igbaekemen& Idowu (2014), understanding the critical importance of employees within the organization is the foundation to drive the achievement of the organizational objectives. It is therefore important to recognize that the human element and the organization are synonymous. Organizations that are strongly committed to caring for their employees are therefore very successful (Wachira, 2013). This is simply because such organizations believe that fostering employee satisfaction can secure greater employee commitment. As such an effective organization would make sure that there is a spirit of cooperation and a sense of sphere of its influence on its employees (Igbaekemen& Idowu, 2014), which ensures that an organization gets the most from their existing employee in an environment characterized by skill shortages.

With significant and rapid changes (technological, cultural, demographic and economic) in the knowledge-based economy, staff development enhances the core competence of an organization that helps organizations survive and also maintains a sustainable competitive advantage in the global market (Singh, Burgess, Heap, Almatrooshi& Farouk, 2016). Consequently, business management environment and human resource development fields are appreciating employee engagement as an emerging concept for enhancing an employee when executing his or her task in an organization (Amabile & Pratt, 2016). Since human resource management has for a very long been established as a very important aspect of productivity of any organization, employee engagement can make a difference to the performance of individuals, teams and organizations (Tiwari, 2012; Wachira, 2013).

More precisely, an organization could achieve a competitive advantage and achieve its objectives by adopting effective employee engagement strategies through the efficient use of its staff. Empirical literature suggests that employee engagement contributes significantly to labor productivity, eventually increasing organizational performance and organizational productivity (Romita& Singh, 2015; Wachira, 2013). Encouraging employee engagement and commitment is therefore of paramount importance given the significant impact, both positive and negative, that

employees have on organizational performance and productivity (Igbaekemen& Idowu, 2014). Successful organizations also regard employee engagement as one of the most important elements for their survival and improved organizational performance (Strom, Sears & Kelly, 2013). Employee engagement is linked to positive institutional and individual outcomes, such as improved productivity and organizational citizenship behaviour, job satisfaction, and enhanced managerial efficiency and effectiveness (Blomme, Kodden& Beasley-Suolk, 2015). On the contrary, individual and organizational outcomes decrease with staff disengagement (Strom et al 2013).

Since employee engagement plays a significant role in defining organizational productivity and success, employers therefore need to develop an understanding of how employees can be satisfied and motivated to achieve such productivity (Naseem, Sheikh & Malik, 2011). Maskell, Baggaley, and Grasso (2011) argue that, since empowerment is a top priority, the performance of organizations would be achieved by implementing employee engagement such as; employee training, engagement, improving job satisfaction, making employees feel valued, involving employees in decision-making, encouraging employees to provide feedback on performance, and providing a range of new ops (Solomon *et al.*, 2012). Such a commitment would ensure that employees understand how their work contributes to broader organizational outcomes, increase their loyalty to the organization and improve their sense of well-being (B2B International, 2012; Chartered Institute for Personal Development [CIPD], 2012). Employers would reap rich returns from investments in their employees' base (Daft, 2010) when they aspire to engage employees and spend considerable resources to measure and improve employee engagement. Existing literature has shown that employee engagement is influenced by the support and resources available at work, such as supervision and management practices (Amabile & Pratt, 2016; Mahon, Taylor & Boyatzis et al., 2014). In addition, the study by Mahon et al. (2014) found that the ethical leadership of the leader has an amplifying role in employee engagement, ultimately fostering the level of support and commitment of employees by the organization. Empirical research points out that the commitment of ethical leadership as well as the performance and commitment of employees to the organization (Newman, Allen & Miao, 2015). A study by Asif, Qing, Hwang and Shi (2019) found a positive relationship between ethical leadership and employee engagement. Further Fehr, Kai and Dang (2015) revealed a positive relationship

between ethical leadership and good decision-making among top managers and productivity experienced among lower-ranking staff in the organization, postulating that the commitment of employees to the organization was positively influenced by ethical leadership. This position was supported by Wright Hassan and Park (2016) who indicated that the commitment of employees is positively linked to ethical leadership.

Ethical leadership is therefore the most influential element of employee engagement, as leaders create a healthy working environment in which employees feel more motivated and self-satisfied with their positive behaviour (Chughtai, 2016). According to Feng, Zhang, Liu, Zhang and Han (2018), employee engagement is enhanced by ethical leaders demonstrating supportive behavior and building a healthy environment through sound feedback, trustworthiness, interactional justice, fair decision-making and care. Employees feel more obliged and engaged to the organization when ethical leaders provide them with socio-emotional resources that increase employees ' positive perceptions of their leaders (Bormann, 2017). In addition, support from ethical leaders enhances the level of morality among employees and makes extra efforts to achieve sustainable organizational objectives with full commitment (Demirtas&Akdogan, 2015) and commitment.

The principles, beliefs and values of the right and wrong characterize the foundation of organizational behavior, thereby formulating the pedestal upon which the leaders influence employees in achieving the goals of the organization (Al-sharafi&Rajiani, 2013). Al-Sharafi&Rajiani, 2013, defines ethical leadership as the principles, beliefs and values of the right and wrong characterize the foundation of organizational behavior, thus formulating the pedestal on which leaders influence employees in achieving the objectives of the organization.

Ethical leadership is more or less concerned with balancing the company's short-term objectives and longer-term objectives in ways that enable positive outcomes to be achieved for those who may be affected by the organization. While demonstrating appropriate ethical governance, ethical leaders should not compromise both short-term ethical standards and bottom-line firm performance. (Osemeke, 2014). Hawass (2016) argues that positive organizational outcomes occur when ethical leaders demonstrate the character and empowerment of leadership behavior dimensions, taking into account the five dimensions of ethical leadership; technical

competencies, the moral dimension, the psycho-emotive dimension (psychological traits), the character dimension (integrity) and the empowerment of behavior dimensions.

Technical competencies occupy the technical dimension of ethical leadership, which refers to the combination of a leader's technical abilities, including his or her knowledge or technical skills, which form the basis of his or her influence. The moral dimension is a combination of the right decisions, actions, good intentions and moral correctness of the conduct of the leader. The psycho-emotive dimension consists of a leader's psychological traits, social skills and ability to create an attractive organizational working climate (González & Guillén, 2002). The character dimension is the outward expression of personal values and the sense of integrity that is intended to achieve morally appropriate outcomes (Sarros & Cooper, 2006). According to Hawass (2016), the empowerment behavior dimension has been described as involving subordinates in setting goals and making decisions, encouraging them to take on challenging responsibilities and giving them the opportunity to innovate. The study proposes to use four of these dimensions: the technical dimension (technical skills such as technical skills), the psycho-emotive dimension (psychological traits / personality traits), the character dimension (leader credibility / integrity) and the empowerment behavior dimension (empowerment behaviour).

1.1.1 Ethical Leadership and Employee Engagement

Ethical leaders are acting at the same time as a moral individual and a moral supervisor. The moral personality aspect of an ethical leader referred to specific features that are based on his credibility, honesty and integrity (Hawass, 2016). The function of an ethical leader as a moral supervisor included impartial and rational decision-making, the communication of expected links to the achievement of sustainable organizational objectives, and the care of the well-being of employees. Ethical leaders have an adaptive nature to abide by the rules of moral decision-making in their personal and professional lives and thus act accordingly (Qing, Asif, Hussain and Jameel, 2019). Ethical leadership, which makes work more meaningful and meaningful to followers, is likely to enhance their commitment to this work and their willingness to invest and to continue even when things are difficult (Hartog & Belschak, 2012). The impact of ethical leaders on followers comes from enhancing this positive motivational state of commitment (and, in particular, vigour and dedication). Employee engagement makes it easier for employees to

motivate and encourage their dynamic emotions towards their organization. It enhances higher levels of energy, participation, and commitment and enthusiasm of employees for their work, with a focus on achieving individual and organizational objectives [Demirtas&Akdogan, 2015; Demirtas, 2015), Brandebo, Nilsson & Larsson, 2016). In addition, employees will engage in their work when they know what the organization's strategic priorities are and how they contribute to the objectives of the company through their work. Ethical leaders take care of their followers and engage in frequent communication with their employees. These leaders take their followers into consideration and, through frequent communication, make clear what the objectives of the organization are and what is expected of them.

1.2 Statement of the Problem

Although employee engagement plays a more important role in organizational performance than employee satisfaction would, there is declining productivity of the airline industry in Kenya due to disengagement; devastatingly effecting on their productivity and significant impacting on the organizational performance of the airline industry (Myre, 2015). The industry has been witnessing slow progress, as employees are opposed to job evaluation and continued wrangling over changing shift patterns. These are some of the issues that negatively affect job performance at Kenya Airways (Khakali, 2017). As a result, most supervisors spent more than 25 per cent of their time on conflict and conflict management, while managers spend more than 18 per cent of their time on relational job performance, which has doubled since 2014 due to work place requirements (Robbins & Judge, 2012). Worryingly, staff empowerment has not been effectively managed in many airlines and, as such, the industry is losing between 5% and 15% of its annual sales revenue due to a lack of attention paid to staff empowerment (Kenya Airways Limited, 2014). The case in point is Kenya Airways, which has been experiencing a spiralling loss-making trend for almost a decade without a profitable comeback; with losses amounting to Ksh. 9 billion in 2013 and net losses for Ksh. 2.7 billion in 2014 (Sheikh, 2017) while other global carriers are recording good performance. Poor leadership decisions have been linked to poor employee involvement in the Kenya airline industry, which has led to problems affecting Kenya Airways (IATA, 2018).

The results of the study by Ahmad and Gao (2018) showed that ethical leadership has a positive main impact on employee engagement. The findings of Cemberci and Civelek (2016) assume that employee engagement is a positive outcome of ethical leadership. The same was echoed in the Priya empiric study (2016). AlosLoi, Lam, Ngo, and Cheong (2015) found that ethical leadership had a positive impact on employee commitment (Ismail & Daud, 2014; Neubert, Wu & Roberts, 2013). Although empiric literature has suggested that ethical leadership influences employee engagement and therefore organizational performance, research focusing on ethical leadership effects on employee engagement in the Kenyan airline industry is limited (Chughtai, Byrne & Flood, 2015; Demirtas, 2015). These evidences suggest that existing research on the influence of; leaders' technical skills, personality traits, leadership credibility and empowerment behavior on employee engagement in the Kenya Airline industry is relatively limited. Mutema's study (2016) on the state of the Kenya Airline Industry revealed that, among the challenges that lie ahead, there is a declining need for skilled human resources. In the midst of all the identified challenges, the Kenya Airline industry still needs exemplary performance on the part of its employees; to convince its management to develop new innovative programs and approaches that will enhance the skills of its employees. However, it remains unclear whether the available ethical leadership dimension programs are effective in stimulating the commitment of employees needed to achieve the desired level of employee productivity. More research is needed to develop a better understanding of this relationship between ethical leadership and employee engagement. Accordingly, this study seeks to close this research gap by assessing the influence of ethical leadership on employee engagement in the Kenyan airline industry.

1.3 Objectives of the Study

1.3.1 General Objectives

The purpose of this study will be to assess the influence of ethical leadership on employee engagement in the Kenyan airline industry.

1.3.2 Specific Objectives

The study will be guided by the following specific objectives:

1. To find out the influence of leaders' technical abilities on employee engagement in Kenyan airline industry.
2. To establish the influence of leaders' personality traits on employee engagement in Kenyan airline industry.
3. To determine the influence of leaders' empowerment behaviour on employee engagement in Kenyan airline industry.
4. To establish the influence of leaders' credibility on employee engagement in Kenyan airline industry.

1.4 Research Questions

The study will seek to answer the following research questions:

1. What is the influence of leaders' technical abilities on employee engagement in Kenyan airline industry?
2. What is the influence of leaders' personality traits on employee engagement in Kenyan airline industry?
3. What is the influence of leaders' empowerment behaviour on employee engagement in Kenyan airline industry?
4. What is the influence of leaders' credibility on employee engagement in Kenyan airline industry?

1.5 Significance of the Study

The aim of the study will be to assess the impact of ethical leadership on the involvement of employees in the Kenyan airline industry. Understanding the impact of meeting employee expectations through ethical leadership is necessary to improve the productivity of the Kenyan airline industry, leading to economic growth. The study will benefit the Kenyan airline industry and its agencies from meeting the needs of its stakeholders, which hinders the quality of service

offered by the industry. The findings of this study would therefore contribute to positive social change by enhancing employee engagement and improving service quality in the Kenyan airline industry. This, in turn, may improve the economic performance of these airlines. Employee engagement would play a role in supporting the continuum of service delivery, which could improve the satisfaction of stakeholders. This takes into account the fact that low employee involvement may negatively affect the sustainability of service delivery in the Kenyan airline industry, which may reduce service offerings, restrict access and lower the quality of services. Decreased access and quality of care may have a negative impact on public service outcomes, which would have an impact on the economy of the country as a whole.

The findings of this study will provide value for improved productivity and customer satisfaction in the Kenyan airline industry through ethical leadership. Improving their satisfaction would increase the loyalty of citizens and improve the quality of service delivery. It will also be used by policy makers in the Kenyan airline industry to assess the impact of employee engagement on the sector's productivity to boost service delivery, economic growth and development. The Kenyan airline industry and its agencies would benefit from establishing mechanisms for recruitment and retention of valuable and productive labour force.

The findings of this study will be important in understanding the role of ethical leadership in the commitment of employees to productivity. Consumers of services from the Kenyan airline industry would benefit from the timely and efficient provision of services. The findings will be of great value to scholars, future researchers and academics who may be inspired by this study and may use it as a basis for further research or to fill the identified research gaps.

The study adds to the growing body of leadership knowledge. The study will provide a source of empirical reference and literature review and additionally the study opens new areas for research. This study will also add more knowledge to future researchers as they will be able to obtain already compiled information on ethical leadership, employee engagement and productivity in the Kenyan airline industry. The study will open the window to the field of leadership, making it beneficial to researchers and scientists.

1.6 Scope of the Study

This study will focus on assessing influence of ethical leadership on employee engagement in the Kenyan airline industry. The study will target the employees of Kenyan airline industry which has a total of 3000 employees. The number will be reflective of the entire sector.

1.7 Limitation of the Study

This study might be limited in some ways; first, some respondents might feel that they are being disturbed and therefore refuse to participate. To overcome this limitation, the study will first conduct an orientation before the administration of the questionnaire to the respondents to create a free environment.

Secondly, the respondents might opt to avoid giving appropriate responses to the questions, which would be a form of resistance. The researcher will therefore tell the respondents the truth about the research to allay any fears that might result in such resistance.

Thirdly, the respondents might take longer time to respond to the questionnaire and end up delaying the entire study process. The researcher will overcome this limitation by offering to assist respondents fill the questionnaire and making frequent follow ups.

Fourthly, there is the limitation of poor targeting: The study might be prone to errors in defining and selecting the sample during data collection, which might be biased on results or would make the sample less representative of the target population. This could be due to inclusion of subjects which would have vested interest in the insurance sector which would override the goal of the research and its objective or non-inclusion where subjects which are supposed to be included in the sample are excluded. To avoid these errors, the researcher will first evaluate the participation and roles of prospective subjects in the industry and establish the influence of their participation in public service. The study will avoid inclusion of biased subjects.

Lastly, the time provided for the study is too short considering that the researcher has other very important roles in nation building and to earn a living. To avoid any inconveniences, the researcher will work extra time and seek the services of a Research Assistant (RA) where necessary.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter the study reviews literature related to the present study. It reviews theories found useful explaining employee engagement as explained by various ethical leadership factors; leaders' technical skills, personality traits, leadership credibility and empowerment behavior on employee engagement. The theories are helpful in developing the conceptual framework for the present study through its theoretical framework. It also reviews important empirical literature that explained employee engagement as well as ethical leadership. The review highlighted important areas that been covered by past researchers, knowledge gaps that helped to fill these gaps. Lastly, the chapter summaries the literature review and then develops a study conceptual framework. The chapter is simply intended to acquaint readers with the literature which relates to the present study.

2.2 Theoretical Review

The study reviews various theories, propounded by researchers articulating the ethical leadership and employee engagement having been found to contain valuable information and guidance on adoption (Ross, 2003). The theories assist in making decision on ethical leadership for the purpose of improving employee engagement. There are several theories that have been advanced to explain various phenomena in ethical leadership. The theories have been applied to a wide variety of topics in ethical leadership including; Technical Dimension (technical abilities), Empowerment Behaviour Dimension (Empowerment Behaviour), Personality traits, Character Dimension (Leader credibility), and psycho-emotive dimension (psychological traits/ personality traits). The theories underpinning this study include; ethical leadership theory proposed by Trevino, Hartman and Brown (2000), Social exchange theory (SET) was proposed by Kahn (1990), and path-goal theory developed by Robert House (1996).

2.2.1 Ethical Leadership Theory

One of the main theories considered to be helpful in driving this study is the ethical leadership theory suggested by Trevino et al. (2000) and further elaborated by Brown et al. (2005), which suggests that ethical leaders show behaviour that they find appropriate based on personal conduct and interpersonal interactions and advances this behaviour to subordinates such as workers through mutual interactions, decisiveness and emphasis. It explains the moral qualities that are the essence of an ethical leader and the ethical behaviour that should be shown by an ethical leader. Whereas González and Guillén (2002) define ethical leadership as relying on a three-dimensional model; the technological, psycho-emotive and moral / ethical aspects of leadership, Hawass (2016) defines a two-dimensional model that focuses on the character and empowerment behavior dimension of ethical leadership. In specific, the two models together embody the five dimensions of ethical leadership underpinning this study; moral, empowerment, character, technical and psycho-emotive aspects. Informed by González and Guillén (2002) and Hawass (2016), the present study suggests that ethical leadership has positive effects on employee engagement. While employing Ethical Leadership Theory explored the effect of ethical leadership on affective employee commitment, job satisfaction and turnover intentions. The study found that when a leader is viewed as a role model in an organisation, his or her supporters frequently benefit from job satisfaction and employee loyalty, resulting in decreased intentions to leave the company.

2.2.2 Social Exchange Theory (SET)

The Social Exchange Theory (SET) was proposed by Kahn (1990) and further developed by Saks (2006) to place employee engagement on a sound footing (Evans, 2009). The idea of the Social Exchange Theory is that partnerships evolve over time into trustful, loyal and reciprocal commitments as long as the parties abide by certain laws of exchange. It takes the form of a friendship and a perceived fairness between the two parties that determines how good the relationship is. In the working environment, the partnership between employer and employee develops over time (Saks, 2006), where individuals repay their company in response to the support they earn through the degree and extent of their engagement. For workers, becoming more interested in their job and devoting more of their personal resources is completely

voluntary on their part and encourages them to respond to the incentives or resources provided by their employer.

This theory has been considered valuable to the present, since it presents a theoretical basis for understanding why workers tend to be more or less involved in their job and organization. When they gain support from their boss, they believe that they "owe" the corporation by becoming more committed and more interested in their positions in repaying their organization when an organization struggles to provide these services, employees are more likely to retreat and disengage from their positions. Therefore, all the cognitive, emotional and physical resources that a person contributes to his or her job are provisional to the services obtained from the organisation (Saks, 2006). Social Exchange Theory, thus, helps to clarify and contextualize employee engagement, which makes it applicable to the present study.

2.2.3 Path Goal Theory

The path-goal theory, also known as the path-goal theory of leader effectiveness, is a leadership theory developed by Robert House in the year 1996 proposing that a leader's behaviour is contingent to the satisfaction, motivation and performance of employees (Pierro, Raven, Amato & Bélanger, 2012). The theory argues that leaders will have to engage in different types of leadership behaviour depending on the nature and the demands of a particular situation. It is the leader's duty to assist employees in attaining goals and to provide the direction and support needed to ensure that their goals are compatible with the organization's goals through employee engagement (González & Guillén, 2002).

Ethical leadership behaviour involves leaders consulting with followers and asking for their suggestions before making a decision. This behaviour is predominant when subordinates are highly personally involved in their work (Pierro, Raven, Amato & Bélanger, 2012). The supportive leader behaviour is directed towards the satisfaction of employees' needs and preferences. The leader shows concern for the followers' psychological wellbeing. This behaviour is especially needed in situations in which tasks or relationships are psychologically or physically distressing (González & Guillén, 2002). Path-goal theory assumes that leaders are

flexible and that they can change their style, as situations require for ensuring that employees are fully engaged.

2.3 Empirical Literature review

The present study reviews various empirical studies, which are very beneficial to it in explaining the study objectives as they relate to ethical. These studies are beneficial in explaining the employee engagement in terms of ethical leadership.

The study Asif *et al.* (2019) explored the relationships among ethical leadership (EL), affective commitment (AC), work engagement (WE), and employees' creativity (EC) using confirmatory factor analysis (CFA) and structural equation modelling (SEM). The study found positive relationships between ethical leadership and work engagement. The results further revealed that affective commitment partially mediates the ethical leadership-work engagement relationship, Ali's (2019) study investigated the impact of leadership styles (Laissez-faire leadership, transactional leadership and transformational leadership) on organizational performance of public sector university at Bacha Khan University Charsadda, Pakistan. The study found that a unit increase in transformational leadership style, transactional leadership style and Laissez-faire leadership style leads to increase in organizational performance.

The study by Jhaa, and Singh (2019) found that ethical leadership and union commitment through continuous demonstration of ethical conduct, ethical leaders earn credibility and win the confidence of employees. In their study Ing'ollan and Roussel (2019) conclude that the leader is optimistic and seeks different perspective of doing the same thing and respective the morals and ethics of organizations. They help the employees achieve the purpose of organizations and encourages the employees whenever they meet the set targets and therefore giving them morale they need to perform better. Abdicative leaders give their employees total freedom to make decision and implement them this is because the leader gives employees help whenever they ask or when the important issues arise. The study recommends that abdicative leadership style should only be adopted in organization middle level employees and not on the subordinate staff, it also works well on the educated, and experienced employees who know what is expected of them and are adequately compensated for morale.

Mwangi and Kanyanjua (2019) conducted a study on relationship between staff empowerment practices and employee productivity in airline industry in Kenya using descriptive research design. The study concluded that there was linear relationship between participative decision making and employee productivity in Kenya Airways. The study further established that there was significance relationship between flexible work arrangement and employee productivity. Delegation of authority contributed most to employee productivity followed by participative decision making and then flexible work arrangement while employee training contributed little to employee productivity. The study recommends that training should be conducted time to time to ensure that employees have the necessary engagement and knowledge to change processes, become innovative, enhance performance and possess the job enthusiasm required for high organizational productivity.

The study by Alhyasat and Sharif (2018) postulates that achieving organization performance need more and more development to human capital and social capital between the employee them self and between them and the strategic leadership. Internal and external training is a very important issue that leadership should pay attention of it, and plan it carefully with strategic plan of organization. The friendly relationship between employees and leadership increase the employee performance. In the other hand inside and outside good relationship between employees may increase the employee performance

Al Khajeh conducted a study in the year (2018) examining the impact of leadership styles on the organizational performance. The study revealed that the leadership styles; the democratic, transformational, bureaucratic and autocratic leaderships have a positive impact on the organizational performance, while the charismatic and transactional leaderships have negative impact on the organizational performance, as it does not provide opportunities and freedom to employees.

Gikonyo's (2018) study investigated the influence of employee engagement on performance of research and training state corporations in Kenya using descriptive and explanatory research designs. The result indicates that traits, psychological state and behavioural engagements significantly influence performance of research and training state corporations in Kenya accounting for 43% of changes in performance. The influence of employee engagement on

performance was found to be moderated by demographic characteristics of age, tenure and level of education while the relationship was found to be partially mediated by organisational commitment. The study concluded that employers should take in to account personality traits while hiring and assigning responsibilities to employees. Further, employers should create conducive conditions in the work place as this leads to acceptance of organisational goals as well as motivates employees to put in extra effort to ensure their achievement. Lastly, organisations should not only strive to have a diversified work force while also creating conditions that lowers staff turnover, but should be keen to hire people with high levels of education if they are to improve organisational performance.

Results in the study by Ahmad and Gao, (2018) revealed that ethical leadership has the positive main effect on employee work engagement and psychological empowerment acts as a mediator in the relationship between ethical leadership and employee work engagement. Further, for low power distance orientation, the ethical leadership and psychological empowerment relationship is stronger as compared to high power distance orientation. Also, the effect of ethical leadership on employee work engagement through psychological empowerment is moderated by power distance orientation.

Ouma's (2017) study was to determine the effect of ethical leadership on employee commitment among managers in the transport sector parastatals in Kenya using descriptive correlational research design. The study concluded that ethical leadership positively and significantly affected employee commitment of managers in the transport sector parastatals of Kenya. The study recommends that public sector organizations should adopt ethical leadership practices to enhance employee commitment. Additionally, the study recommends that the research be replicated in the private transport sector organizations to provide a better understanding of the effects of ethical leadership and provide a generalization of findings across the transport sector.

The study by Agha, Nwekpa and Eze (2017) on the impact of Ethical Leadership on Employee Commitment of Innoson Technical and Industrial Company Limited of Nigeria revealed that there is a strong negative and significant impact of integrity on continuance commitment of the company and that there is a strong positive and significant impact of equal treatment on active commitment of the organisation.. The implication of this result is that appropriate ethical

leadership contributes to performance of the employees, to strive to larger market share and that ethical leadership has increased the level of employee commitment among staff of the company. Based on the findings, the study recommends, among other things, that organizations should adopt ethical leadership that matches every situation and employees should get the best out of employee's integrity. This is because, integrity was found to negatively impact on continuance commitment

Engelbrecht (2017) indicates that organisations should take full responsibility for ensuring that ethical leaders drive management practices and that trust in the leaders is developed through the presence of ethically based business systems and functions. By strengthening these factors, work engagement is promoted amongst employees because of the trust they have in their leaders for taking their interests into consideration, and for behaving in a fair and ethical manner when decisions are made in a changing work environment

Sugianingrat, Yasa, Sintaasih and Subudi (2017) conducted a study to review the relationship between ethical leadership and employee performance through a mediating variable, namely employee engagement which shows that a good application of ethical leadership can increase employee engagement. This result shows that the implementation of ethical guidance, and concern for sustainability is able to increase vigour, dedication and absorption, resulting in a higher degree of employee engagement. Based on the findings of this research, applying ethical leadership has been proved to be unable to directly increase employee performance. This shows that a good implementation of fairness, power sharing, role clarification, people-oriented behavior, integrity, ethical guidance, and concern for sustainability is not the direct determinant to increase task performance, adaptive performance, and contextual performance in employee's performance. Employee engagement can increase employee performance. This indicates that vigour, dedication and absorption of employees have high contributions on the increase in employee performance.

The study by Madanchian, Hussein, Noordin and Taherdoost, (2016) shows that having an ethical leadership within an organization has impact on organizational performance and for having successful performance the organizations requires an effective leader to motivate and lead

the followers. Finally, having an ethical leadership and effective leadership will help the organizations to sustain in their competitive worldwide business

Malik, Awais, Timsal and Qureshi conducted a study in the year (2016) which revealed organizational value plays a role of moderator between ethical leadership and employees' performance and further helps to nurture the work efficiency of the employees by supporting leaders' ethical context. It was also revealed that there are possibilities of future research on the point that how we can strategically implement organizational values in order to intensify the leader employee relation and the outcome of it.

In their study Eslamieh and Davoudi (2016) sought to expose the relationship between managers' ethical leadership style with teachers' organizational commitment and burnout using an applied and descriptive research. The results showed that the managers' ethical leadership style had a positive relationship with the teachers' organizational commitment and a negative relationship with their burnout. The study by Kuria, Namusonge and Iravo (2016) used descriptive survey design among employees of Kiambu and Machakos Level 5 hospitals as well as Kenyatta National Hospital. Findings of the study showed that leadership influences the relationship between employee participation and organizational performance. The study showed a poor relationship between leaders and the employees. In conclusion, leadership was observed to influence employee performance in the health sector in Kenya. The study recommends that the management should create favourable working environment for their employees and avoid negativism in reviewing employee recommendations for improvement. The study recommends further study on private health institutions to confirm and validate the theories and findings.

Butta, Butt, and Ayaz (2016) study investigate the relationship between ethical leadership and organizational performance and mediating role of corporate social responsibility between this relationships. It revealed that ethical leadership is significantly and positively related to organizational performance; signifying that ethical leadership positively influences the organizational performance. The study concluded that ethical leadership make positive influence on employees' attitudes and behaviours as it also improves the organizational performance. Also, a study by Waldman et al., (2001) found positive correlation between leadership behaviour and organization.

Nguyen (2015) study sought to examine whether socialization influences the perceptions of organizational ethics and whether this leads to turnover intentions. Results showed that perceptions of organizational ethics and perceptions of ethical leadership fully mediated the socialization and turnover path. The behavioural integrity of the leader was a significant moderator (such that when behavioural integrity was low, socialization had a stronger impact on turnover). Moreover, moral disengagement was also a significant moderator of organizational ethics in predicting turnover (such that when moral disengagement was high, ethical perceptions had a weaker relationship with turnover). Finally, moral disengagement interacted with turnover intentions to predict organizational deviant behaviours (when moral disengagement was high, turnover intentions was a stronger predictor of deviant behaviour compared to when moral disengagement was low).

Ombego and Makori, (2015) study was to establish the drivers influencing employee performance in airline industry in Kenya. The study established that human resource policies, reward management, work environment and leadership influenced positively and significantly the performance of Kenya Airways. The analysis showed that reward management had the strongest positive influence on employee performance. In addition, human resource policies, work environment and leadership style are positively correlated to employee performance. The study established that use of human resource policies influenced Employees' performance in Kenya Airways to a great extent.

Ledimo's (2014) study concluded that there is a significant positive relationship between transformational leadership and a constructive organizational culture within a public service organization. Employees and managers need this knowledge for them to be able to understand how leaders can manage culture effectively and efficiently. Delivery of public services can be identified as the underlying purpose of any public service organization; hence the leadership can use the ability of creating a constructive organizational culture as their contribution to this goal or purpose; so that all employees in the organization can pursue it. Leaders in public service can also take into consideration the impact of transformational leadership on constructive culture to initiate organizational culture development and change. Gaining insight of the impact of leadership approach on culture can guide organizations in creating its ideal culture.

Bello (2012) examined the concept of ethical leadership, the characteristics of an ethical leader, ethical leadership and its impact on employee job performance and how organisations can develop leaders that are not only sound in character but sound in action. Corporate business leaders are expected to be persons of “strong characters” and serve as role models to their employees; which without, the organisation’s goals may be undermined. Two important variables; trust and commitment were discussed for better understanding of ethical leadership and employee job performance.

2.4 Conceptual Framework

The study, informed by ethical leadership theory proposed by Trevino, Hartman and Brown (2000). Social exchange theory (SET) was proposed by Kahn (1990), and path-goal theory developed by Robert House (1996).developed a conceptual framework proposing that leaders’ technical abilities, personality traits, empowerment behaviour, and credibility affect employee engagement in Kenyan airline industry. Overall, the study regards leaders’ technical abilities, personality traits, empowerment behaviour, and credibility are the independent variables while employee engagement in Kenyan airline industry is the dependent variable. The conceptual framework is captured in figure 1.

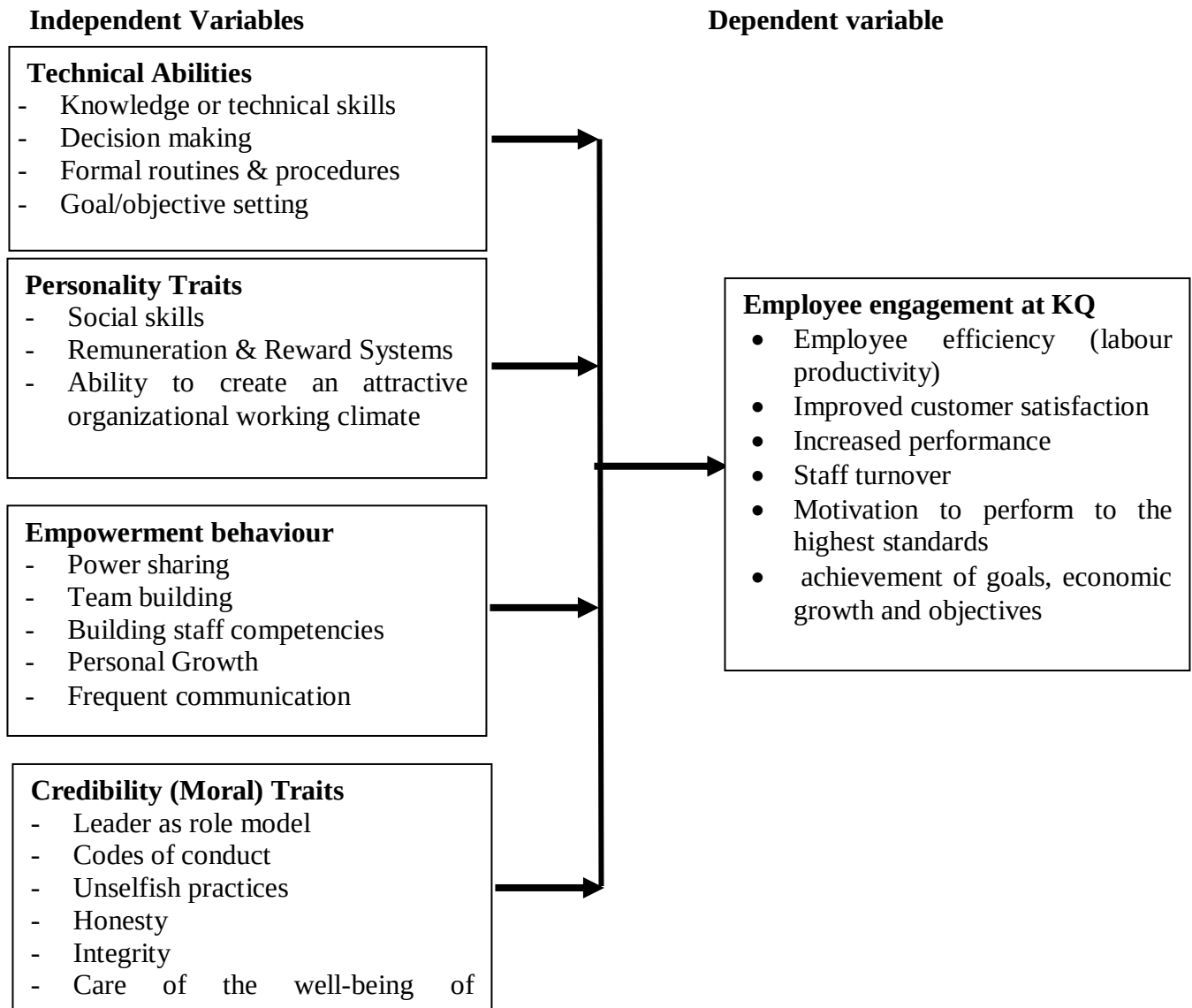


Figure 2.1: Conceptual Framework

Source: Author (2020).

2.4 Summary of Literature

The present reviewed various theories which were found useful in explaining ethical leadership as well as approaches for use to ensuring effective employee engagement. These theories were found helpful in developing the study conceptual framework. The study also reviews various

empirical studies found related to the present study and relevant in considering the study variable viable in the research. These studies were reviewed in details identifying their contributions to the current study as well as the gaps that they left and could be filled by the present study.

2.5 Research Gaps

Most of the studies were done for different countries where while Ahmad and Gao (2018) showed that ethical leadership has a positive main impact on employee engagement, the findings in the study by Jhaaet *al.* (2019) show a negative relationship between ethical leadership and employee commitment. As the findings by Priya's empiric study (2016) as well as by Aloset *al.* (2015) found that ethical leadership had a positive impact on employee commitment, Al Khajeh (2018) revealed that charismatic and transactional leaderships have negative impact on the organizational performance, as it does not provide opportunities and freedom to employees. Based on the evidence, it remains unclear whether the available ethical leadership dimension programs are effective in stimulating the commitment of employees needed to achieve the desired level of employee productivity. Further existing research on the influence of; leaders' technical skills, personality traits, leadership credibility and empowerment behaviour on employee engagement in the Kenya Airline industry is relatively limited. Mutema's study (2016) on the state of the Kenya Airline Industry revealed that, among the challenges that lie ahead, there is a declining need for skilled human resources. Kenya Airline industry still needs exemplary performance on the part of its employees; to convince its management to develop new innovative programs and approaches that will enhance the skills of its employees. More research is needed to develop a better understanding of this relationship between ethical leadership and employee engagement. Accordingly, this study seeks to close this research gap by assessing the influence of ethical leadership on employee engagement in the Kenyan airline industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research methodology for the study. It further describes the type and source of data, the target population, sampling methods and the techniques that were used to select the sample size. It also describes how data was collected and analysed. The suitable methodology in this study gives the guidelines for information gathering and processing.

3.2 Research Design

Research design is the master plan or the road map which gives an overview of the activities that are necessary to the research project (Gupta & Rangi, 2014). The study adopted a descriptive research design in assessing the influence of ethical leadership on employee engagement in the Kenyan airline industry. This helped in providing useful and accurate information to answer the questions based on; who, what, when, and how. According to Cooper and Schindler (2003), a descriptive research design is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalize the findings to all the Airlines. This method concerned the intense investigation of problem solving situations in which problems are relevant to the research problem.

The project focused on assessing the influence of ethical leadership on employee engagement in the Kenyan airline industry. The underlining concept was to select several targeted cases where an intensive analysis identifies the possible alternatives for solving the research questions on the basis of the existing solution applied in the selected case study. The study attempted to describe and define a subject, often by creating a profile of group of problems (Gupta & Rangi, 2014).

3.3 Target Population

Target population in statistics is the specific population about which information is desired. According to Kombo and Tromp (2006) a population is the universe, which is a well-defined or

set of people, services, elements, events, group of things or households that are being investigated generalize the results. This definition assumed that the population is not homogeneous. The target population comprised the 1170 employees of Kenya Airways who were located in Nairobi.

3.4 Sampling Design

According to Cooper and Schindler (2003) a sampling frame is a list of all population units from which the sample of a study is drawn. Sampling techniques provide a range of methods that facilitate to reduce the amount of data needed to collect by considering only data from a subgroup rather than all possible cases or elements. At the time of conducting research, it was often impossible, impractical, or too expensive to collect data from all the potential units of analysis included in the research problem.

3.4.1 Sampling Size

The target population was the 1170 employees of Kenya Airways who were located in Nairobi. Mugenda and Mugenda (2003) indicate that a sample population of 10% would yield good results. So guided by Mugenda and Mugenda (2003), the study adopt a sample population of 117 respondents obtained from employees of Kenya Airways who were located in Nairobi. Further, Kombo and Tromp (2006) indicated that in a descriptive method, the sample population should at least be 30 elements to obtain favourable results. The study therefore opted for census which had a sample well above 10% and meet the threshold of 30 for a descriptive study.

3.5 Data Collection Instrument

3.5.1 Data

The study used primary data collected from the Kenya Airways in Nairobi

3.5.2 Data Collection Instrument

With regard to assessing the influence of ethical leadership on employee engagement in the Kenyan airline industry, the study used a survey questionnaire administered to each member of

the sample population. The study collected data from primary sources using structured questionnaire (having closed ended questions). The structured questions allowed the respondents to reply to the same questions in a defined manner and will give the respondents complete freedom of response. The questionnaire was administered using drop and pick up technique. The close-ended questions provided more structured responses to facilitate tangible recommendations. The closed ended questions were used to test the rating of various attributes and this helped in reducing the number of related responses in order to obtain more varied responses. The study data was collected using a 5 point Likert scale (1 - 5).

3.5.3 Research Procedures

The researcher also sought authority to collect data from Kenya Airways PLC where respondents came from. The company made arrangements with the researcher on how the data will be collected. A cover letter from the researcher was attached to each questionnaire, to state the purpose of the research, encourage participation, assure the respondents of confidentiality and thanked them for their cooperation. The researcher administered the questionnaire individually to all respondents of the study. The study exercised care and control to ensure all questionnaires issued to the respondents were received. To achieve this, the study maintained a register of questionnaires, which was sent, and which was received. The questionnaire was administered using a drop and pick method.

3.5.4 Validity and Reliability

The pilot testing aims at determining the reliability of the research tools including the wording, structure and sequence of the questions. According to Gupta and Rangi, (2014), The pilot test will be conducted to detect flaws and weakness in design and instrumentation and to provide data for selection of a probability sample. The research tool was administered to the respondents who were allowed three days to respond.

The study tested the research tool for validity and reliability test before it was administered to the respondents. During the pilot testing, the study tool was edited as appropriate. The reliability tests were conducted after successfully carrying out the validity tests. The research tool was corrected accordingly through removal and editing to arrive at highly reliable and valid

instruments which was used in the study data collection. The instrument was therefore acceptable for data collection in this study. This opened the door for the study to continue with data collection.

Validity, which is the degree to which result obtained from analysis of the data actually represents the phenomenon under study, will be done to test the tool for accuracy and meaningfulness using content validity test. This measured the degree to which data collected using a particular tool represents the specific domain of indicators/content of employee engagement in the Kenyan airline industry. The assessment of content validity will be carried by two professional experts, human resource expert and a supervisor. The supervisor assessed the tools to establish what concept the instrument is trying to measure. The human resource expert determined whether the sets of items accurately measured the influence of ethical leadership on employee engagement in the Kenyan airline industry. The experts were requested to comment on the representativeness and suitability of questions and give suggestions on the structure of the tools. This helped improve the content validity of the data that was collected.

Reliability tests were carried to a measure of the degree to which research instruments yielded consistent results (Kothari, 2012). The tool was tested for reliability to establish issues such as data sources, methods of data collection, time of collection, presence of any biasness and the level of accuracy. The test for reliability established the extent to which results were consistent over time. The researcher improved the instrument by reviewing or deleting inconsistent items from the instrument. To test for reliability, the study used the internal consistency technique. The two dimensions underlying the concept of reliability are: repeatability (stability) over time and internal consistency or homogeneity of the measure. The most popularly used method of assessing internal consistency reliability estimates is the use of coefficient alpha. The study tested the research instrument, questionnaire, for reliability using the internal consistency technique based on the Cronbach Alpha method (Kothari, 2012). The Cronbach alpha is a reliability coefficient that measures inter-item reliability or the degree of internal consistency between variables measuring one construct/concept; that is the degree to which different items measuring the same variable attain consistent results. The Cronbach Alpha method obtains a reliability coefficient, known as the Cronbach Alpha (α), which has an absolute value ranging

between 0 to 1. Kothari (2012) asserts that, if Cronbach alpha value ≥ 0.7 then this indicates higher consistency for a given scale and then the tool will be accepted otherwise the tool is reviewed through editing or deletion of items in it.

3.6 Data Analysis

The collected data was first checked for errors of omission and commission. Then it was classified and coded accordingly. During data analysis, the results were classified, measured, analyzed and interpreted to establish how they related to employee engagement in the Kenyan airline industry. The analysis was done using quantitative analysis to yield descriptive statistics for providing a convenient way to produce the most useful statistics. Descriptive statistics was used to summarize the data, which were represented in form of tables and figures. Descriptive statistics especially, frequencies, was applied to help establish patterns, trends and relationships, and made it easier for the researcher to understand and interpret implications of the study. These statistics included means, SDiations, percentages and frequencies. The presentations, figures and tables were used to present the results for ease of understanding and analysis. Quantitative analysis was done with help of Statistical Package for Social Science (SPSS) version 22.0.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results obtained after data analysis as well as discussion on these results as regards the manner in which assess the ethical leadership influenced employee engagement in the Kenyan airline industry. The results are present as guided by the objectives of the study. First, it presents, the response rate respondents' and the background information of the respondents. Secondly, the chapter presents the descriptive analysis of quantitative data coupled with discussions on the results to show whether the independent variables actually measured the dependent variables.

4.2 Response Rate

The questionnaires were administered to the 117 respondents out whom 86 responded by successfully filling and returning completed questionnaires. This translated to a response rate of 74.36% as shown in Table 4.1

Table 4.1: Response Rate

Respondents	Sample Size	Response	Response Rate (%)
Kenya Airways Staff	117	87	74.36%
Total	86	87	74.36%

The results in Table 4.1 indicate that the response rate was 74.36%, which was very high according to Mugenda and Mugenda (2003). Mugenda and Mugenda (2003) indicate that a response rate above 69% is very high and should be considered very good for yielding accurate results from the data analysis. Since the response rate was well above 70%, the study considered it very high and suitable to produce accurate, correct, favourable and adequate results.

4.3 Respondents' Background Information

The demographic characteristics of study respondents was collected in respect to gender, age, working experience, level of education or training attained, and the respondents' position in the organization. This data was analysed and the results captured in this section.

The results obtained on the respondents' gender indicate that a majority of 64.37% were shown to female while the remaining 35.63% indicated that they were male as shown in figure 4.1 below. So, most of the employees of Kenya Airways were female and the minority were men.

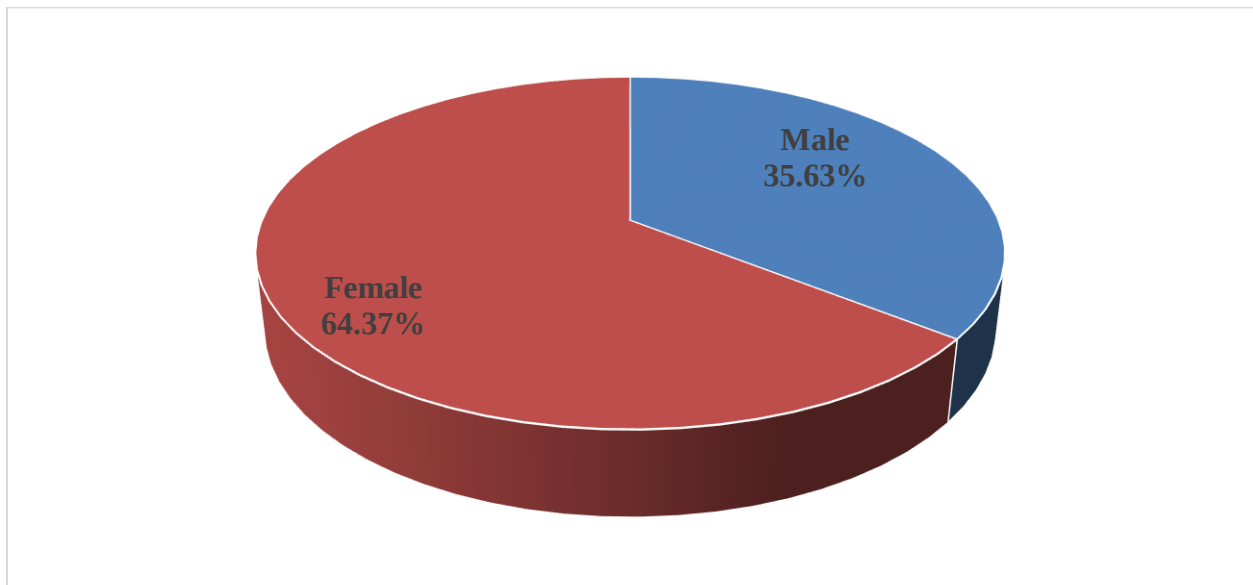


Figure 4.1: Analysis Respondents' Gender

It was clear that the number of female employees of Kenya Airways were not exceeding $\frac{2}{3}$ rd of the total number respondents and the number of male employees were not less than $\frac{1}{3}$ rd of the total number of respondents. This showed high women inclusion in what was initially considered male dominated positions and gender diversity as stipulated in the constitution of Kenya (Republic of Kenya [RoK], 2010). It is possible to conclude that there is gender diversity and equity in the employment of the employees of Kenya Airways.

The study obtained information about the respondents age brackets as in the age brackets; less than 20 years, 20 to 30 years, 31 to 40 years, 41 to 50 years and over 50 years and the results are as shown in figure 4.2.

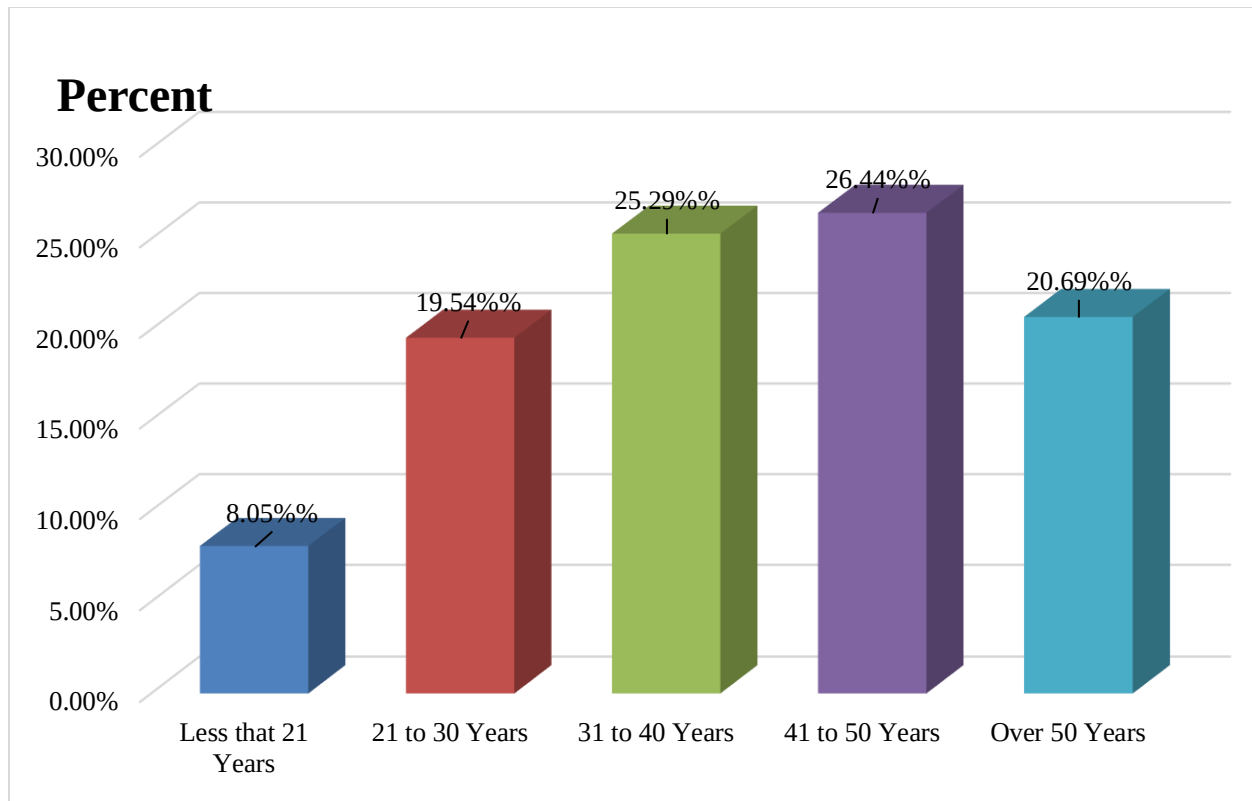


Figure 4.2: Analysis by Respondents Age

The results in Table 4.2 show that most of the respondents, who made up 26.44% of the total response were between 41 and 50 years old, followed by 26.29% who showed that they were between 31 and 40 years and then 20.69% who indicated that they were above 50 years. As 19.54% showed that they were between 21 and 30 years, 8.05%, who were the least showed that they were less than 21 years.

The study obtained results on the period in years that the respondents had worked in the airline industry as shown in the figure 4.3 below.

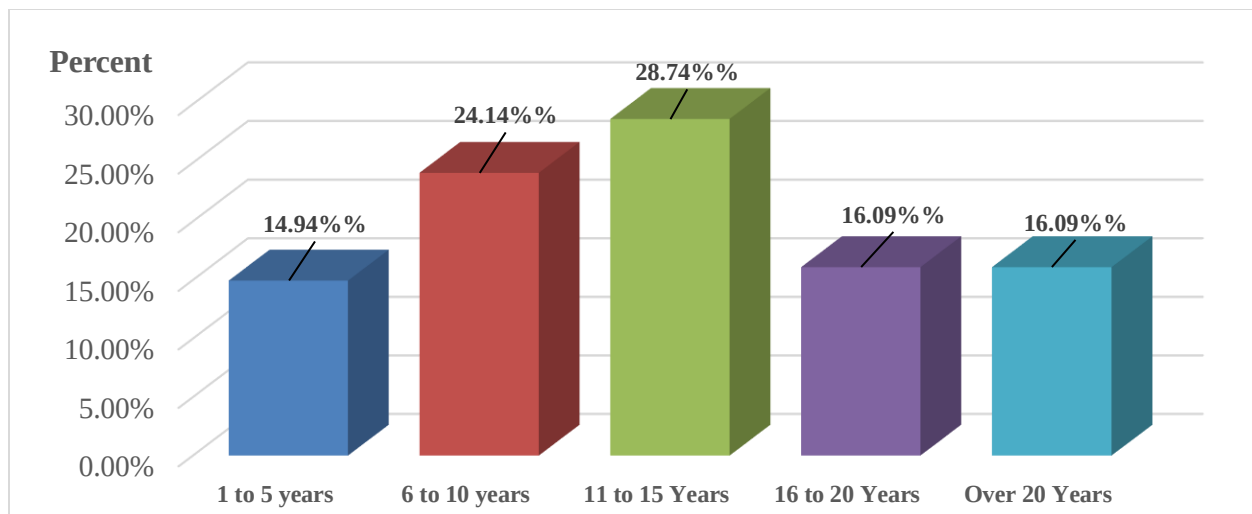


Figure 4.3: Analysis by Period Worked

The results obtained showed that a majority of 28.74% of the respondents indicated that they had work for between 11 to 15 years as 24.14% showed that they had worked for between six (6) and 10 years. As 16.09% indicated that they had worked for between 16 and 20 years another 16.09% indicated that they had worked for over 20 years while as 14.94% showed that they had worked for between 1 and five (5) years.

The results on highest academic levels of the respondents were shown in Table 4.4.

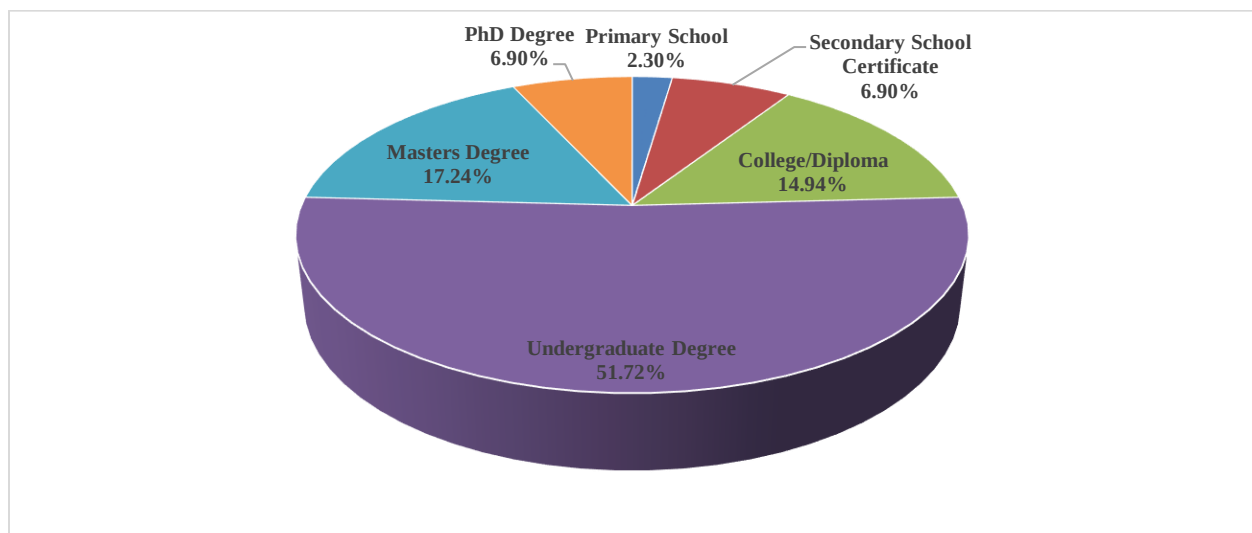


Figure 4.4: Analysis by Highest Academic Qualification

From the results in table 4.4, it was shown that a majority of 51.72% indicated that they had university undergraduate degrees as their highest academic qualifications while 17.24% showed that they had Master's Degree as their highest academic qualification. Meanwhile 14.94% showed that they had college diploma as their highest academic qualifications. As 6.90% showed that they had PhD degree as their highest academic level another 6.90% showed that they had secondary school certificates as their highest education level. However, 2.30% showed that they were primary school dropouts.

4.4 Descriptive Statistics

The study analysed the data using the answers obtained using the questionnaire, where the questions were measured on a 5 point Likert scale (1 – 5). A mean was obtained for each indicator in a variable and an overall mean for the variable eventually computed. The mean obtained was interpreted using the statistics; 1.0 – 1.8 to mean Strongly Disagree, Above 1.8 – 2.6 to represent Disagree; Above 2.6 – 3.4; to represent Neutral, Above 3.4 – 4.2 to mean Agree, and Above 4.2 – 5.0 for Strongly Agree or 1.0 – 1.8 to mean Not at all, Above 1.8 – 2.6 to Low; Above 2.6 – 3.4 to represent Moderate, Above 3.4 – 4.2 to mean High, and Above 4.2 – 5.0 for Very High.

4.4.1 Employee engagement in Kenyan Airline Industry

The study sought to establish the status of employee engagement in Kenyan airline industry. Data collected was on a 5-point Likert Scale (Scale: 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree). The study first obtained means of the indicators, which were then used to obtain the overall mean of employee engagement. The mean obtained was interpreted using the statistics; 1.0 – 1.8 to mean Strongly Disagree, above 1.8 – 2.6 to represent Disagree; Above 2.6 – 3.4; to represent Neutral, above 3.4 – 4.2 to mean Agree, and Above 4.2 – 5.0 for Strongly Agree. The results obtained were recorded in Table 4.2.

Table 4.2: Status of Employee Engagement in Kenyan Airline Industry

Employee engagement in Kenyan airline industry	M	SD
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There is high employee efficiency (labour productivity) in our organisation	3.46	0.587
Our organisation has been experiencing improved customer satisfaction over the last five years	3.61	0.812
There has been recorded increased performance in our organisation	3.18	0.883
Our employees are motivated to perform to the highest standards	3.48	0.938
Our employees are always achieving their goals and objectives	3.41	1.006
Overall employee engagement in Kenyan airline industry	3.43	0.845

The results in Table 4.2 above showed that overall, the respondents agreed that there was high engagement in Kenyan airline industry ($M = 3.43$, $SD = 0.845$), showing that there was high engagement in Kenyan airline industry. The respondents indicated that they agreed that there was high employee efficiency (labour productivity) in their organisation ($M = 3.46$, $SD = 0.587$). These results indicated that employee efficiency (labour productivity) at Kenya Airways was high. The respondents agreed that the organisation had been experiencing improved customer satisfaction over the last five years ($M = 3.61$, $SD = 0.812$). This showed that there was sufficient customer satisfaction at the Airline. They were neutral on the assertion that there had been recorded increased performance in our organisation ($M = 3.18$, $SD = 0.883$). This was an indication that the performance of the airline industry was moderate.

The respondents agreed the employees are motivated to perform to the highest standards ($M = 3.48$, Std. Dev = 0.938). This was an indication that the employees were fully engaged to work since they were motivated to perform to the highest standards. The respondents agreed that employees are always achieving their goals and objectives ($M = 3.41$, $SD = 1.006$).

The study found that there was high engagement in Kenyan airline industry associated with high employee efficiency (labour productivity) at Kenya Airways. According to the results, there was sufficient customer satisfaction at the Airline. However, the performance of the airline industry was moderate. Even so, the employees were fully engaged to work since they were motivated to perform to the highest standards. As a result, the employees were always achieving their goals and objectives.

4.4.2 Influence of technical abilities on employee engagement

The study analysed objective 1; to find out the influence of leaders' technical abilities on employee engagement in Kenyan airline industry. The study assessed the influence of leaders' technical abilities on employee engagement in Kenyan airline industry. Data was collected using the 5-point Likert scale; 1= Not at all, 2= Low, 3= Moderate, 4= Frequent, 5= Very High. A mean was obtained for each indicator in a variable and an overall mean for the variable eventually computed. The assessment used the statistics; 1 – 1.8 for Not at all; above 1.8 – 2.6 for Low; above 2.6 – 3.4 for Moderate; above 3.4 – 4.2 for Frequent; and above 4.2 – 5.0 for Very High and the results obtained were captured in Table 4.3.

Table 4.3: Analysis by technical abilities and employee engagement

Technical Abilities	M	SD
Leaders possession of adequate knowledge in leadership	3.53	0.696
Leader possessing technical skills	3.69	0.752
Leader ensuring that employees are involved in decision-making of the organization	3.62	0.651
Leader setting formal routines and procedures for the organisation	3.40	0.842
Leader's ability to set goals and implement objectives	3.63	0.794
Overall Technical Abilities	3.57	0.747

The results in Table 4.3 show that the respondents indicated that leader's possession of adequate knowledge in leadership highly influenced employee engagement in Kenyan airline industry (M = 3.53; SD = 0.696). They indicated that leader possessing technical skills highly influenced employee engagement in Kenyan airline industry (M = 3.69; SD = 0.752). They further indicated that leader ensuring that employees are involved in decision-making of the organization highly influenced employee engagement in Kenyan airline industry (M = 3.62; SD = 0.651). From the

results, the respondents indicated that leader setting formal routines and procedures for the organisation highly influenced employee engagement in Kenyan airline industry ($M = 3.40$; $SD = 0.842$) The respondents further showed that the leader's ability to set goals and implement objectives highly influenced employee engagement in Kenyan airline industry ($M = 3.63$; $SD = 0.794$). Overall, results showed that the technical abilities highly influenced employee engagement in Kenyan airline industry ($M = 3.57$; $SD = 0.747$).

These findings confirm the findings in the assertions by Engelbrecht (2017) that organisations should take full responsibility for ensuring that ethical leaders drive management practices. The findings agree to those in the study Ing'ollan and Roussel (2019) which found that a leader helps employees achieve the purpose of organization and encourages employees whenever they meet the set targets and therefore giving them morale they need to perform better. Further, Malik, Awais, Timsal and Qureshi (2016) study revealed that organization value plays a role of moderator between ethical leadership and employees' performance and further helps to nurture the work efficiency of the employees by supporting leaders' ethical context. These arguments are clearly brought into context by Ledimo's (2014) study which found that leadership can use the ability of creating a constructive organizational culture as their contribution to this goal or purpose, so that all employees in the organization can pursue it.

4.4.3 Influence of personality traits on employee engagement

The study analysed objective 2, to establish the influence of leaders' personality traits on employee engagement in Kenyan airline industry. The study then assessed the influence of leaders' personality traits on employee engagement in Kenyan airline industry. Data was collected using the 5-point Likert scale; 1= Not at all, 2= Low, 3= Moderate, 4= Frequent, 5= Very High. A mean was obtained for each indicator in a variable and an overall mean for the variable eventually computed. . The assessment used the statistics; 1 – 1.8 for Not at all, above 1.8 – 2.6 for Low, above 2.6 – 3.4 for Moderate, above 3.4 – 4.2 for Frequent, and above 4.2 – 5.0 for Very High and the results obtained were captured in Table 4.4.

Table 4.4: Analysis by personality traits and employee engagement

Personality Traits	M	SD
Leader having social skills	3.41	0.582
Leader strongly believing in recognizing and rewarding productive employees	3.46	0.546
Leader's ability to create an attractive organizational working climate	3.63	0.573
Leader spending time to help subordinates with work-related problems and/or private matters	3.90	1.046
Overall Personality Traits	3.60	0.687

The respondents indicated that employee engagement in Kenyan airline industry is highly influenced by leader having social skills (M 3.41, SD = 0.582). The respondents showed that Leader strongly believing in recognizing and rewarding productive employees highly influenced employee engagement in Kenyan airline industry (M 3.46, SD = 0.546), the leader's ability to create an attractive organizational working climate highly influenced employee engagement in Kenyan airline industry (M 3.63, SD = 0.573); and leader spending time to help subordinates with work-related problems and/or private matters also highly influenced employee engagement in Kenyan airline industry (M 3.90, SD = 1.046). Overall, personality traits were found to highly influenced employee engagement in Kenyan airline industry (M 3.60, SD = 0.687).

Thus, the study found that employee engagement in Kenyan airline industry was highly influenced by leader having social skills and by leader strongly believing in recognizing and rewarding productive employees highly influenced employee engagement in Kenyan airline industry. These findings support those in the study Ombego and Makori, (2015) which establish that reward management had the strongest positive influence on employee performance. The study found that leader's ability to create an attractive organizational working climate highly influenced employee engagement in Kenyan airline industry agreeing with Ombego and Makori (2015) that work environment and leadership influenced positively and significantly the performance of Kenya Airways.

The study found that the leader spending time to help subordinates with work-related problems and/or private matters also highly influenced employee engagement in Kenyan airline industry. This resonates with the findings in the study by Kuria, Namusonge and Iravo (2016) that leadership influences the relationship between employee participation and organizational performance and poor relationship between leaders and the employees influence employee performance negatively. Also the study by Gikonyo (2018) states that employers should create conducive conditions in the work place as this leads to acceptance of organisational goals as well as motivates employees to put in extra effort to ensure their achievement. Gikonyo (2018) adds that the friendly relationship between employees and leadership increase the employee performance where inside and outside good relationship between employees may increase the employee performance

Overall, personality traits were found to highly influence employee engagement in Kenyan airline industry while Gikonyo's (2018) indicates that traits, psychological state significantly influence employee engagement. The study by Gikonyo (2018) concluded that employers should take into account personality traits while hiring and assigning responsibilities to employees.

4.4.4 Influence of empowerment behaviour on employee engagement

The study analysed objective 3, to determine the influence of leaders' empowerment behaviour on employee engagement in Kenyan airline industry. The study assessed the level of influence of leaders' empowerment behaviour on employee engagement in Kenyan airline industry. Data was collected using the 5-point Likert scale; 1= Not at all, 2= Low, 3= Moderate, 4= Frequent, 5= Very High. A mean was obtained for each indicator in a variable and an overall mean for the variable eventually computed. . The assessment used the statistics; 1 – 1.8 for Not at all, above 1.8 – 2.6 for Low, above 2.6 – 3.4 for Moderate, above 3.4 – 4.2 for Frequent, and above 4.2 – 5.0 for Very High and the results obtained were captured in Table 4.5.

Table 4.5: Analysis by empowerment behaviour and employee engagement

Empowerment behaviour	M	SD
Leader encourage power sharing by delegating challenging responsibilities to	3.46	0.818

subordinates

Leader encouraging employees to work in teams (Team building)	3.62	0.852
Leader building staff competencies	3.51	0.697
Leader providing personal Growth through training opportunities	3.84	0.776
Leader ensuring frequent communication	3.56	0.803
Overall Empowerment behaviour	3.63	0.782

The results in Table 4.5 show that the respondents indicated that the influence of empowerment behaviour on employee engagement in Kenyan airline industry was high ($M = 3.63$, $SD = 0.782$). The respondents showed that leader encouraging power sharing by delegating challenging responsibilities to subordinates highly influenced their Kenyan airline industry's employee engagement ($M = 3.46$, $SD = 0.818$). According to the results, the respondents showed leader encouraging employees to work in teams (team building) highly influenced their Kenyan airline industry's employee engagement ($M = 3.62$, $SD = 0.852$). The results showed that by leader building staff competencies highly influenced their Kenyan airline industry's employee engagement ($M = 3.51$, $SD = 0.697$). Further, the respondents indicated that leader providing personal Growth through training opportunities highly influenced their Kenyan airline industry's employee engagement ($M = 3.84$, $SD = 0.776$) as they also showed that leader ensuring frequent communication highly influenced their Kenyan airline industry's employee engagement ($M = 3.56$, $SD = 0.803$).

So, the influence of empowerment behaviour on employee engagement in Kenyan airline industry was high; where by leader encouraging power sharing by delegating challenging responsibilities to subordinates highly influenced their Kenyan airline industry's employee engagement. These findings agree to Mwangi and Kanyanjua (2019) that delegation of authority contributed most to employee productivity. It was found that by leader encouraging employees to work in teams (team building) highly influenced their Kenyan airline industry's employee engagement and the leader building staff competencies highly influenced their Kenyan airline industry's employee engagement. Meanwhile Gikonyo's (2018) study concluded that employers should take into account personality traits while hiring and assigning responsibilities to

employees and motivate employees to put in extra effort to ensure their achievement. Gikonyo's (2018) study indicates that organisations should be keen to hire people with high levels of education if they are to improve organisational performance.

By leader providing for personal growth through training opportunities highly influenced their Kenyan airline industry's employee engagement while also the leader ensuring frequent communication highly influenced their Kenyan airline industry's employee engagement. This confirms the study by Alhyasat and Sharif (2018) which indicates that internal and external training is a very important issue that leadership should pay attention to, and plan it carefully with strategic plan of organization. This supports the findings in the study by Sugianingrat *et al.* (2017) which shows that a good implementation of fairness, power sharing, role clarification, people-oriented behaviour, integrity, ethical guidance and concern for sustainability is not the direct determinant to increase task.

4.1.5 Influence of credibility on employee engagement

The study analysed objective 4, to establish the influence of leaders' credibility on employee engagement in Kenyan airline industry. The study assessed the level of influence leaders' credibility on employee engagement in Kenyan airline industry. Data was collected using the 5-point Likert scale; 1= Not at all, 2= Low, 3= Moderate, 4= Frequent, 5= Very High. A mean was obtained for each indicator in a variable and an overall mean for the variable eventually computed. . The assessment used the statistics; 1 – 1.8 for Not at all, above 1.8 – 2.6 for Low, above 2.6 – 3.4 for Moderate, above 3.4 – 4.2 for Frequent, and above 4.2 – 5.0 for Very High and the results obtained were captured in Table 4.6.

Table 4.6: Analysis by Influence of Credibility on Employee Engagement

Credibility (Moral) Traits	M	SD
Leader as role model	3.62	0.651
Leader complimenting employees who observe written codes of conduct and behave according to integrity guidelines	3.40	0.842
Leader displaying unselfish practices	3.63	0.794
Leader who believes in honesty	3.41	0.582
Leader behaving according to integrity guidelines	3.46	0.546
Overall Credibility (Moral) Traits	3.48	0.691

The results in Table 4.6 show that the respondents indicated that the influence of moral traits on employee engagement in Kenyan airline industry was high ($M = 3.48$, $SD = 0.691$). The respondents showed that the leader as role model highly influenced their Kenyan airline industry's employee engagement ($M = 3.62$, $SD = 0.651$). According to the results, the respondents showed by leader complimenting employees who observe written codes of conduct and behave according to integrity guidelines highly influenced their Kenyan airline industry's employee engagement ($M = 3.40$, $SD = 0.842$). The results showed that the leader displaying unselfish practices highly influenced their Kenyan airline industry's employee engagement ($M = 3.63$, $SD = 0.794$). Further, the respondents indicated that a Leader who believes in honesty highly influenced their Kenyan airline industry's employee engagement ($M = 3.41$, $SD = 0.582$) as they also showed that Leader behaving according to integrity guidelines highly influenced their Kenyan airline industry's employee engagement ($M = 3.46$, Standard $SD = 0.546$).

The results show that the influence of moral traits on employee engagement in Kenyan airline industry was high where the leader as role model highly influenced their Kenyan airline industry's employee engagement. The findings agree with the study by Bello (2012) which shows that the characteristics of an ethical leader, ethical leadership and its impact on employee job performance and how organisations can develop leaders that are not only sound in character

but sound in action. Leaders are expected to be persons of “strong characters” and serve as role models to their employees; which without, the organisation’s goals may be undermined.

By leader complimenting employees who observe written codes of conduct and behave according to integrity guidelines, and the leader displaying unselfish practices highly influenced their Kenyan airline industry’s employee engagement when the leader was believer in honesty highly influenced their Kenyan airline industry’s employee engagement, and a leader behaving according to integrity guidelines highly influenced their Kenyan airline industry’s employee engagement.

These findings confirm the findings in the assertions by Engelbrecht (2017) that organisations should take full responsibility for ensuring that ethical leaders drive management practices and that trust in the leaders is developed through the presence of ethically based business systems and functions. By strengthening these factors, work engagement is promoted amongst employees because of the trust they have in their leaders for taking their interests into consideration, and for behaving in a fair and ethical manner when decisions are made in a changing work environment

Also the study by Sugianingrat *et al.* (2017) shows that a good implementation of fairness, power sharing, role clarification, and people oriented behaviour, integrity, ethical guidance and concern for sustainability is not the direct determinant to increase task. Meanwhile Nguyen’s (2015) study shows that the behavioural integrity of the leader is a significant moderator (such that when behavioural integrity was low, socialization had a stronger impact on turnover) and moral disengagement interacted with turnover intentions to predict organizational deviant behaviours (when moral disengagement was high, turnover intentions was a stronger predictor of deviant behaviour compared to when moral disengagement was low).

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of findings, conclusions from the study, findings as well as the recommendations from the findings and based on the study objectives; to find out the influence of leaders' technical abilities on employee engagement in Kenyan airline industry, to establish the influence of leaders' personality traits on employee engagement in Kenyan airline industry, to determine the influence of leaders' empowerment behaviour on employee engagement in Kenyan airline industry and to establish the influence of leaders' credibility on employee engagement in Kenyan airline industry.

5.2 Summary of Findings

This section is simply a summary of findings from the results obtained and interpreted for the results and discussions. The response rate was 74.36%, which according to Mugenda and Mugenda (2003) was high and very good. A majority of 64.37% were female while the remaining 35.63% , an indication of gender diversity since none was neither greater than 2/3rd of the other nor less than 1/3rd of the other. Most of the respondents were aged between 41 and 50 years old and had worked for between 11 to 15 years. Majority of the respondents had undergraduate degrees as their highest academic qualifications.

5.2.1 Findings on employee engagement in Kenyan Airline Industry

The study established that Kenyan airline industry has high engaged employees who deliver high employee efficiency (labour productivity) at their place of work. As a result, the customers of the Kenyan airline industry are sufficiently satisfied. These employees are highly motivated to perform to the highest standards which make them fully engaged to yield high labour productivity. Consequently, these are employees who are always achieving their goals and objectives. However, the performance of the Kenyan airline industry was moderate. These findings disagree with those in the study by Jhaa and Singh (2019) which revealed that there is a

negative relationship between ethical leadership and commitment. It can be proposed that; ethical leadership is negatively related to commitment. Jhaa and Singh (2019) indicated that engaged employees would not like to be part of unproductive behaviour at the workplace such as participation in strikes, going slow, halting production and active involvement in organising union activities during working hours.

However, the findings that employee engagement yielded high productivity confirms the study by Mwangi and Kanyanjua (2019) which established that there was significance in relationship between flexible work arrangement and employee productivity. Ouma's (2017) concluded that ethical leadership positively and significantly affected employee commitment agreeing with the findings in this study. Other studies also produced similar results. For instance, the study by Agha, Nwekpa and Eze (2017) revealed that appropriate ethical leadership contributes to performance of the employees and that ethical leadership has increased the level of employee commitment among staff of the company. The study by Madanchian *et al.* (2016) shows that having an ethical leadership within an organization has impact on organizational performance and for having successful performance the organizations requires an effective leader to motivate and lead the followers.

5.2.2 Findings on technical abilities and employee engagement

The study established that engagement of Kenyan airline industry employees is highly influenced by technical abilities of their leader. In this case, the leader should possess adequate knowledge in leadership as well sufficient technical skills to significantly influence the employee engagement. The study further found that employee engagement in Kenyan airline industry is highly influenced by; their leader ensuring that employees are involved in decision-making of the organization and by the leader setting formal routines and procedures for the organisation. The leader's ability to set goals and implement objectives highly influences employee engagement in Kenyan airline industry. In a nutshell, technical abilities in ethical leadership highly influences employee engagement in Kenyan airline industry.

5.2.3 Findings on personality traits and employee engagement

It was established that employee engagement in Kenyan airline industry is highly influenced by social skills of their leader and the leader strongly believing in recognizing and rewarding productive employees. The leader's ability to create an attractive organizational working climate and that leader spending time to help subordinates with work-related problems and/or private matters also highly influenced employee engagement in Kenyan airline industry. Overall, personality traits were found to highly influence employee engagement in Kenyan airline industry.

5.2.4 Findings on empowerment behaviour and employee engagement

The study established that empowerment behaviour highly influences employee engagement in Kenyan airline industry in terms of the leader encouraging power sharing by delegating challenging responsibilities to subordinates, the leader encouraging employees to work in teams and thus inspiring team building. The study also found that when the leader builds staff competencies, employees are highly engaged. Opportunities for personal growth as well training opportunities highly influences the Kenyan airline industry's employee engagement. Also the leader ensuring frequent communication highly influences the Kenyan airline industry's employee engagement.

5.2.5 Findings on credibility and employee engagement

The study established that the influence of moral traits on employee engagement in Kenyan airline industry is high and is characterised by; the leader being a role model, the leader complimenting employees who observe written codes of conduct and behave according to integrity guidelines and the leader displaying unselfish practices. Also, the study found that when the leader believes in honesty, the Kenyan airline industry's employee engagement is high.

5.3 Conclusions

The study established that employees of Kenyan airline industry are highly engaged employees as a result deliver high labour productivity which is characterised by high customer satisfaction.

They are motivated to perform to the highest standards. However, the performance of the Kenyan airline industry is moderate.

The study concludes that technical abilities in ethical leadership highly influences employee engagement in Kenyan airline industry. The key technical abilities includes possession of adequate knowledge in the leadership, leader's technical skills, the leader ensuring that employees are involved in decision-making at various levels, the leader setting formal routines and procedures, the leader setting goals and implementing objectives.

The study concludes that personality traits highly influences employee engagement in Kenyan airline industry while focusing on the leader having social skills, the leader recognizing and rewarding productive employees, the leader creating an attractive organizational working climate and that leader spending time to help subordinates with work-related problems and/or private matters.

The study concludes that empowerment behavior highly influences employee engagement in Kenyan airline industry. An ethical leader's behaviour of; encouraging power sharing by delegating challenging responsibilities to subordinates, encouraging employees to work in teams and where he/she inspires team building, building staff competencies, providing opportunities for personal growth as well training for employees and ensuring frequent communication leave employees highly engaged.

The study concludes that credibility (moral) traits highly influences employee engagement in Kenyan airline industry through the leader being a role model, the leader complimenting employees who observe written codes of conduct, the leader being a person of integrity and the leader being honest and displaying unselfish practices.

5.4 Recommendations

The study recommends that first, the Kenyan airline industry should carry out a business reengineering processes to enhance the technical abilities of its leaders by equipping them with adequate and appropriate knowledge in the leadership and sufficient technical skills; valuable for making the correct decisions, setting formal routines and procedures, setting goals that will help

them implement objectives. The study suggests that Kenyan airline industry should arrange for regular target-oriented trainings for their managers as well as staff.

Secondly, the study recommends that the Kenyan airline industry should review its human resource development strategies to ensure that their leaders adequately display responsive personality traits. Mechanisms should be put in place to ensure that their leaders possess social skills and the Kenyan airline industry should review their guidelines and strategies on recognizing and rewarding productive employees to accountability and honesty. There should be effective checks and balances among the Kenyan airline industry for ensuring their leaders always fashion an attractive organizational working climate. These leaders should be philanthropic enough to assist their subordinates on work-related matters and even on private matters.

Thirdly, the study recommends that the Kenyan airline industry should equip its managers with training and skills empowerment through regular seminars and in house group meetings. The study suggest that the manager of the Kenyan airline industry should be preparing a daily feedback report or checklist on the activities of the day showing the accomplishments and unfinished jobs. This report should keep track on who was assigned which task and the status of achievement. The leaders should also be urged to delegate responsibilities to subordinates, form groups that inspire team building. The study suggest that the Kenyan airline industry should provide for an environment that builds staff competencies and provide opportunities for personal growth as well trainings. Thus, there should be employee empowerment programs focused on growing the employees.

Lastly, the study recommends that the Kenyan airline industry equips its managers and leaders with insights on moral traits. They should ensure that their leaders are role models, have integrity, display unselfish practices and are honest. In this regard, the leaders should be signing accountability and integrity contracts with their companies.

5.5 Recommendations for Further Research

The current study relied on primary data, which entirely relied on the respondent's opinions. Therefore, further research should be conducted to assess influence of leaders' technical abilities on employee engagement in Kenyan airline industry using secondary data.

The study found that employees were fully engaged to deliver highemployee efficiency (labour productivity) in the Kenyan Airline industry which highly satisfied the customers of the Kenya airline industry. These employees always achieved their goals and objectives. However, the performance of the Kenyan airline industry was moderate. So, more studies should be done to establish the factors leading to moderate performance of Kenyan airline industry in the presence of highly motivated employee delivering highemployee efficiency (labour productivity).

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APPENDICES

Appendix I: Introduction Letter to the Respondents

Mr. Fredrick Aluvale

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA FOR RESEARCH PROJECT

I am a student of Management University of Africa pursuing a Diploma in Leadership and Management. Pursuant to the pre-requisite course work, I would like to conduct a research proposal on; **‘Influence of Ethical Leadership on Employee Engagement in the Kenyan Airline Industry.’** The focus of my research will be on Kenya Airways PLC and this will involve use of questionnaires administered to members of the management team.

I kindly seek your authority to conduct the research through questionnaires and use of relevant documents. I have enclosed an introductory letter from my project supervisor.

Your assistance is highly appreciated.

Thank you in advance.

Yours faithfully,

Fredrick Aluvale.

Appendix II: Questionnaire

This questionnaire is meant to collect information on the influence of ethical leadership on employee engagement in the Kenyan airline industry. This information is being sought solely for academic purposes and will be treated with strict confidentiality. Kindly answer the questions by writing a brief statement or ticking the boxes as will be applicable.

SECTION A: Background information

1. Indicate your Gender ticking (✓) the correct answer?

Male ☐ Female ☐

2. Please Indicate your age range ticking (✓) in the correct age range

Less than 20 Years ☐ 20 to 30 Years ☐ 31 to 40 Years ☐

41 to 50 Years ☐ Over 50 Years ☐

3. How long have you worked with the airline industry? Please tick (✓) in the correct space

1 to 5 years ☐ 6 to 10 years ☐ 11 to 15 Years ☐

16 to 20 Years ☐ Over 20 Years ☐

4. What is your highest level of academic qualifications? Please tick (✓) the correct

Space Primary ☐ Secondary School Certificate ☐ College Diploma ☐

Undergraduate Degree ☐ Masters Degree ☐ PhD Degree ☐

Others ☐ Specify

SECTION B: EMPLOYEE ENGAGEMENT IN THE KENYAN AIRLINE INDUSTRY

5. Please indicate in your opinion the level of agreement or disagreement with each of the following statements of influence of ethical leadership on employee engagement in the Kenyan airline industry. Tick (✓) the correct answer in the space corresponding to the answer
- Scale:** Strongly Disagree =1; Disagree = 2; Neither =3; Agree = 4; Strongly Agree = 5

Statement	1	2	3	4	5
There is high employee efficiency (labour productivity) in our organisation					
Our organisation has been experiencing improved customer satisfaction over the last five years					
There has been recorded increased performance in our organisation					
Our employees are motivated to perform to the highest standards					
Our employees are always achieving their goals and objectives					

SECTION C: INFLUENCE OF TECHNICAL ABILITIES ON EMPLOYEE ENGAGEMENT

6. Please indicate in your opinion, the extent to which each of the following Technical Abilities Indicators affects employee engagement in the Kenyan airline industry
- Scale:** Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Technical Abilities Indicator	1	2	3	4	5
Leader's possession of adequate knowledge in leadership					
Leader possessing technical skills					

Leader ensuring that employees are involved in decision-making of the organization					
Leader setting formal routines and procedures for the organisation					
Leader's ability to set goal and implement objectives					

SECTION D: INFLUENCE OF PERSONALITY TRAITS ON EMPLOYEE ENGAGEMENT

7. Please indicate in your opinion, the extent to which each of the following personality traits indicators affects employee engagement in the Kenyan airline industry

Scale: Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Personality Traits Indicator	1	2	3	4	5
Leader having social skills					
Leader strongly believing in recognizing and rewarding productive employees.					
Leader's ability to create an attractive organizational working climate					
Leader spending time to help subordinates with work-related problems and/or private matters					

SECTION E: INFLUENCE OF EMPOWERMENT BEHAVIOR ON EMPLOYEE ENGAGEMENT

8. Please indicate in your opinion, the extent to which each of the following empowerment behaviour indicators affects employee engagement in the Kenyan airline industry

Scale: Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Empowerment Behaviour Indicator	1	2	3	4	5
Leader encouraging power sharing by delegating challenging responsibilities to subordinates					
Leader encouraging employees to work in teams					
Leader building staff competencies					
Leader providing for personal Growth through training opportunities					
Leader ensuring frequent communication					

SECTION F: INFLUENCE OF CREDIBILITY (MORAL) TRAITS ON EMPLOYEE ENGAGEMENT

9. Please indicate in your opinion, the extent to which each of the following credibility (moral) traits indicators affects employee engagement in the Kenyan airline industry

Scale: Not at All = 1; Low = 2; Moderate = 3; High = 4; Very High = 5

Credibility (Moral) Traits Indicator	1	2	3	4	5
Leader as role model					
Leader complimenting employees who observe written codes of conduct and behave according to integrity guidelines					
Leader displaying unselfish practices					
Leader who believes in honesty					

Thank you for your time

Appendix III: Research Budget

1. Research Proposal costs

a) Printing of the proposal	Ksh 500.00
b) Reproduction of 6 copies @ Kshs. 500	Ksh. 3,000.00
c) Binding 6 copies @ Ksh. 40	Ksh 240.00
d) Internet expenses	Ksh 3,000.00
e) Stationery and typing services	Ksh.2,000.00
f) Travelling and subsistence	Ksh.3,000.00
g) Miscellaneous contingency expenses	Ksh 2,000.00
Subtotal	<u>Ksh 13,740.00</u>

2. Data collection and report

a) Travelling expenses	Ksh 3,000.00
b) Research assistants expenses	Ksh 10,000.00
c) Books and reading material	Ksh 4,000.00
d) Internet expenses	Ksh 3,000.00
e) Stationery and typing services	Ksh 2,000.00
f) Data analysis and computer runtime	Ksh 10,000.00
g) Printing 70 pages @ Ksh 10	Ksh 700.00
h) Reproduction 6 copies @ Ksh 1200	Ksh 7,200.00
i) Hard binding 6 copies @ Ksh 1,000	Ksh 6,000.00
j) Miscellaneous expenses	Ksh 3,000.00
Subtotal	<u>Ksh 48,900.00</u>

Grand total **Ksh. 62,640.00**

Appendix IV: Work Plan

The project will be undertaken between January 2020 and April 2020. The entire schedule for the project will be as follows: -

ACTIVITY	January 2020	January 2020	February 2020	February 2020	March 2020	April 2020
Produce Proposal						
Submission of Proposal Defense						
Tools development and Data Collection						
Data processing and analysis						
Report Writing						
Final Defence						
Correction and Final Submission						