

**INFLUENCE OF EMPLOYEE INVOLVEMENT ON EMPLOYEE PERFORMANCE IN
THE AVIATION INDUSTRY.**

A CASE STUDY OF KENYA AIRPORTS AUTHORITY

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND
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AWARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP
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DECLARATION

This project is my original work and has not been presented for a degree in any other University

Signature..... Date

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ODLBML/28/01444/3/22

This project has been submitted for examination with my approval as University Supervisor

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DEDICATION

I would want to express my appreciation to my family members, Togara Manunure (my spouse) and Dante Manunure (my son), for their contributions that made it possible for this study to be concluded successfully.

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ABSTRACT

Employee involvement increases workplace engagement, which in turn leads to improvements in performance. Participation from workers makes it easier for them to share knowledge with one another, which in turn increases the notion that management has faith in each of them. Additionally, employees have the ability to perceive and explain their viewpoints regarding the dynamics of the workplace, thereby being able to leverage this information for the advantage of the organization. The general objective of the study sought to determine the influence of employee involvement on employee performance in the Aviation Industry. The study had an in-depth descriptive and comprehensive investigation of Kenya Airports Authority. Thirty-nine employees of the Kenya Airports Authority are the subjects of this study. The research made use of a census sample approach in order to collect the responses of 39 individuals. Questionnaires were used to collect the necessary information. The study findings established that the respondents agreed that effective communication enhances participative decision making. The study results revealed that the respondents agreed that active participation results to participative decision making. The study results showed that majority of the respondents agreed that employee health and safety enhances employee performance. The study established that some of the respondents agreed that there is clear training on participation in decision making. The study findings indicated that majority of the respondents agreed that bargaining structure enhances employee performance. The study established that the respondents strongly agreed that employee's strikes affects employee performance. Majority of the respondents were found to highly agree that Clear expectations enhances employee performance. The study recommended for management to put more efforts in encouraging their employees to contribute to decision making and incorporate their views in the organizational policy, managers to allow increased level of workers participation in decision making since they are the center of operations and can contribute in work related issues, participative management to be redefined and properly applied so that people's understanding and perception of what it is all about will be improved. The study recommended that collective bargaining should be used as a tool in establishing working conditions, pursuing strategic and commercial goals, and implementing strategic plans such as the Labour Management Plan. Collective bargaining and collective agreements should also be used to standardize employment administration and simplify how the hospital manages and employs its employees.

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OPERATIONAL DEFINITION OF TERMS

Collective Bargaining	This term refers to an agreement reached between an employer and a labour union with the intention of creating a consensus over the working conditions of employees. Collective bargaining agreements, a favourable work environment, and mutual connections were among the elements that were measured. Trade union activity was also included in this category.
Delegation	Refers to Assigning subordinates the duty for making decisions pertaining to tasks and enhancing their work-related discretion and authority for the completion of tasks is what is meant by the term "delegation."
Employee Consultation	Refers to the process of soliciting and evaluating with great care by management before they make a choice.
Employee Involvement	This is the process by which employees take part in decision-making rather than merely following directions is referred to as employee participation.
Participative Decision Making	Refers to a situation in which a group is required to make a decision from among the available options.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The research started out with this chapter one, which laid the groundwork for it. The context of the study, the problem statement, the objectives, the research questions, the significance, the scope, and a summary of the chapter are all outlined in this chapter.

1.1 Background of the Study

According to van Assen (2021), the term "employee involvement" refers to the process of integrating the influence of employees within the organisation, regardless of existing hierarchical differences. It refers to the procedure that subordinate workers in the workplace go through in order to participate in decision-making alongside their superiors. Employee involvement ensures that all personnel are able to participate in the processing of information, the resolution of problems, and the different decision-making topics that are involved. According to research (Rameshkumar, 2020; Tortorella et al., 2023), employee involvement increases workplace engagement, which in turn leads to improvements in performance. Participation from workers makes it easier for them to share knowledge with one another, which in turn increases the notion that management has faith in each of them. Additionally, employees have the ability to perceive and explain their viewpoints regarding the dynamics of the workplace, thereby being able to leverage this information for the advantage of the organisation.

In Malaysia, An investigation into the level of employee engagement in the private sector of Malaysia was carried out by Parasuraman, Kelly, and Rathakrishnan (2013). Based on the findings, it was determined that the majority of organisations in Malaysia did not have genuine employee involvement. This was due to the fact that management primarily developed participation initiatives without consulting unions.

In Africa, In Nigerian industrial relations, Fashoyin (2015) observed the institutionalisation of worker participation. He hypothesised that such involvement in management decision-making would reduce labour disputes, increase worker productivity, speed up grievance procedures, and revitalise workers. According to Chukwuemeka (2020), the employees of commercial banks in Nigeria are often sufficiently prepared to participate in executive decision-making whenever the occasion arises.

According to Ontita and Kinyua (2020), employee engagement is defined as the method by which employees participate in the decision-making process of an organisation they work for. Empowering workers to ensure that their contributions are taken into consideration in order to improve the performance of the organisation is an essential component of employee involvement. It is necessary for employees to participate in decision-making and problem-solving by exercising increasing autonomy in the workplace in order to fulfil the requirements of employee involvement. It has been demonstrated through research that employee engagement has a favourable impact on the performance of an organization. The reason for this is that these workers demonstrate a higher level of motivation and devotion in their place of employment. When it comes to establishing an atmosphere that is conducive to employee engagement, it is necessary to give up command-and-control approaches and structures that limit employee autonomy. When viewed in this light, organizational managers assume the role of facilitators rather than regulators of the occupational environment.

In Kenya, Kuria (2017) believes that increasing staff involvement is a lengthy process that requires management focus and employee dedication inside Kenya's government healthcare institutions. This is because the process requires attention from management. According to Kuria (2017), the management of health institutions ought to encourage a greater level of employee participation in work-related decisions in order to cultivate a sense of belonging and ownership with the organization. As a result, employee perspectives ought to be incorporated into the policy of the organization. The concept of participatory management needs to be rethought and implemented in an efficient manner in order to improve the staff members' perspectives and understanding of the organization.

1.1.1 Participative Decision Making

In the context of management, the term "participative decision-making" refers to a procedure that involves delegating power and authority to employees through their active participation. It is defined as "a method of organisational functioning when decisions regarding activities are made by the individuals responsible for implementing those decisions" (Kombo et al., 2018). In other words, it is a mechanism for the organisation to function. As a result, PDM necessitates the active participation of stakeholders, as well as mutual regard and esteem among the many parties that are present inside an organisation (Markey, 2017).

It is possible for employees to complete their self-actualization criteria through participation in decision-making, which in turn can improve their motivation, job satisfaction, and ultimately their performance. Increasing productivity can be accomplished in the most efficient manner by bringing the goals of management and staff into harmonious alignment. Including employee participation in the formulation of the mission statement, the implementation of policies and processes, the definition of benefits, the enhancement of communication, and the subsequent elevation of morale and satisfaction are all ways in which this can be accomplished (Noah, 2019). Providing workers with opportunities to participate in decision-making processes helps to promote a sense of belonging among workers and creates a pleasant working environment in which both management and employees are motivated to contribute to positive industrial relations.

1.1.2 Employee Consultation

According to Bhatti and Qureshi (2018), employee consultation in organisations involves organisations' leaders and managers asking the thoughts and counsel of their subordinates regarding matters that effect their positions. This highlights employee engagement and decision-making. According to Kim (2018), this model encourages employee participation in the processes of problem-solving, idea development, and decision-making, which ultimately results in increased emotional and cognitive investment, motivation, and accountability exhibited by the employees. There is a correlation between employee

consultation and positive outcomes, such as better shareholder returns, increased productivity, and improved customer happiness. The adaptability of employee consultation is one of its advantages. It enables managers to communicate with their subordinates without being constrained by bureaucratic constraints, which can have an impact on all employees, their responsibilities, the organisational structure, and the working circumstances (Kuye & Sulaimon, 2017).

1.1.3 Collective Bargaining

A social process that "consistently transforms conflicts into agreements in a systematic manner," as stated in the definition of the term, is what we are referring to here. According to Armstrong and Taylor (2014), collective bargaining is described as the act of negotiating and discussing things that are of mutual interest to all parties concerned, including employers and unions, addressing the employment relationship as well as the terms and conditions of employment. Collective bargaining is a process that takes place in the area of employment. The framework that it establishes allows for the examination of the perspectives of management and unions with regard to contentious issues that have the potential to result in industrial unrest. The ultimate objective is to eliminate the factors that are the root causes of such unrest. The establishment of this framework is being done with the purpose of eliminating the factors that contribute to such discontent.

Collective bargaining makes it simpler for employees and management to collaborate and comprehend each other's points of view. This is accomplished by developing a framework that allows for the resolution of issues pertaining to industrial relations without resorting to lockouts and strikes. According to Godfrey *et al.* (2017), collective bargaining is an essential component of any framework for industrial relations since it serves as a mechanism for establishing regulated flexibility during union talks. This is the key reason why collective bargaining is considered an essential component.

1.1.4 Employee Delegation

The term "delegation" refers to the method that a supervisor uses to transfer tasks and responsibilities from a higher-level office to a lower-level office. According to Constantin

and Petrućia (2019), delegation constitutes the act of distributing the responsibilities of a superior to subordinates in order to promote efficiency and facilitate the transfer of skills through delegation.

According to Zhao et al.'s research from 2020, the term "delegation" describes the procedure by which a senior officer gives permission to a subordinate employee to successfully carry out activities that are officially allocated to the senior officer's post. Through the process of delegation, responsibilities can be distributed across a number of different personnel, which in turn makes it possible to finish these activities in a shorter amount of time and considerably improves efficiency. According to Wong and Chan's research from 2020, when a supervisor places their faith in a subordinate, it not only instills confidence in the employees but also gives them the opportunity to develop their leadership skills and capabilities. It was argued by Ugoani (2020) that the absence of formal delegation creates the possibility that subordinates will either fail to carry out certain actions that they are expected to carry out or will go beyond the scope of their power. As a result of miscommunication or misunderstandings between the supervisor and the subordinates, some supervisors behave maliciously and occasionally take disciplinary actions on subordinates for not completing activities that were given to them. This is typically the result of miscommunication from the supervisor to the subordinates (Ugoani, 2020).

1.1.5 Organization Profile

Across the country of Kenya, there are nine civilian airports and airstrips that are owned and operated by the Kenya Airports Authority (KAA). The Kenya Airports Authority was established for the first time in 1992 by an act of Parliament that was passed during the administration of the Kenya African National Union. According to Addai (2017), the KAA Act, Cap 395, outlines the specific powers and tasks that are assigned to the Authority. As a consequence of the modification in management and strategies, a great number of individuals were terminated from their jobs and retired earlier than expected in order to make the organization's operational restructuring possible. This was not taken lightly by the personnel, and as a result, they went into a go-slow, which had an effect on the operations of the organization.

1.2 Statement of the Problem

Employee engagement is a basic component of all aspects of employee performance, and if problems that affect employees are not addressed in an acceptable manner, personnel do not engage in their work to the fullest extent (Ellis and Sorensen, 2017; Addai, 2017). The government of Kenya has committed a significant amount of resources to the reform of the public service system. According to Nachonga (2019), a number of government agencies, including KAA, are also suffering a decline in the performance levels of their employees. Over the course of several years, the KAA performance of employees has consistently been below average in terms of profitability, operational cash flow, inventory turnover, punctuality, originality, and creativity. Insufficient employee participation in managerial practices may be one of the problems that may be related with this, however it may be associated with a variety of other problems as well. Therefore, the study sought to determine influence of employee involvement on employee performance in the Aviation Industry.

1.3 Objectives of the Study

The general objective of the study sought to determine the influence of employee involvement on employee performance in the Aviation Industry.

1.3.1 Specific Objectives of the Study

- i. To establish the influence of participative decision making on employee performance in Kenya Aviation Authority.
- ii. To determine the influence of employee consultation on employee performance in Kenya Aviation Authority.
- iii. To assess the influence of collective bargaining on employee performance in Kenya Aviation Authority.
- iv. To find out the influence of employee delegation on employee performance in Kenya Aviation Authority.

1.4 Research Questions

- i. What is the influence of participative decision making on employee performance in Kenya Aviation Authority?
- ii. What is the influence of employee consultation on employee performance in Kenya Aviation Authority?
- iii. How does collective bargaining influence employee performance in Kenya Aviation Authority?
- iv. How does employee delegation influence employee performance in Kenya Aviation Authority?

1.5 Significance of the Study

It is possible that the findings will be of use to the management of the Kenya Aviation Authority in developing appropriate strategies for staff involvement in order to improve performance. The findings of the study will be of use to other businesses because they highlight the significance of employee engagement in relation to the effectiveness of organizations. The findings of this study would be beneficial to policymakers and the government because they would provide insights on how to improve employee engagement in organizations and how to formulate effective policies linked to employee involvement. This would ultimately result in an increase in staff commitment and an improvement in organizational performance. It is possible that the findings will be useful secondary data for researchers who are investigating the impact of employee involvement on performance for the purposes of future academic endeavors. Furthermore, additional researchers that are interested in this subject could be able to fill in the gaps that the study has left.

1.6 Scope of the Study

The geographical scope of the study was Kenya Aviation Authority. The study was conducted within the months of January, 2025 to April, 2025. The contextual scope of the study included participative decision making, employee consultation, collective bargaining, and employee delegation. The theoretical scope included human capital theory, collegial model, theory X and Theory Y.

1.7 Chapter Summary

The background of the study is discussed in this chapter, as well as the issue statement that is presented in its entirety. The purpose of this backdrop is to provide insights on the impact that employee involvement in decision making has on employee performance that should be considered. Consequently, the second chapter provides a review of some of the existing literature on employee engagement. It demonstrates how the involvement of employees can be a source of success and performance that cannot be replicated by other employees.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the relevant theories that are anchored on the study, past studies, a critique of the current literature, research gaps, and a summary of the chapter are presented.

2.1 Theoretical Review

2.1.1 Human Capital Theory

This theory was initially put up by Becker in the year 1962, and Rosen went on to further develop it in the year 1976. It is a widely held belief that the workforce of an organization already have skills and capabilities that can be improved via the use of training. Increasing

economic productivity is the goal of this concept, which proposes that businesses should participate in the development of their human capital (Becker, 1994). Training is a crucial investment in an organization's human capital, which enables improvements in employee productivity, according to the concept, which implies that training is an essential investment. Individuals are able to improve their capabilities and gain the ability to give superior services to their customers when they make investments in human capital. Companies that implement human capital theory have the ability to improve employee satisfaction, which in turn leads to increased performance. The concept of human capital acknowledges the importance of education and advancement within the context of the labour market. It is via this training that staff members are able to better appreciate the culture of the organization, which in turn improves their capacity to give quality services to customers (Deming, 2022). Increasing employee engagement in the workplace can be accomplished through the implementation of thorough on-the-job training. Companies compete with one another in the modern business environment based on their intangible assets, which include human capital and innovation. According to human capital theory, businesses may improve employee engagement and performance by making investments in their workforce. This theory explains how this can be accomplished.

This investigation made use of human capital theory in order to shed light on the influence that employee engagement has on the performance of business organizations. By investing in their staff through training and development, businesses can encourage their employees to participate in the decision-making process of the organization. This theory sheds light on the ways in which innovations and creative thinking are influenced by the training and development of staff members. If employees are not included in the decision-making process, they cannot be able to contribute innovative ideas. The implementation of human capital theory made it easier for employees to become more engaged in their work, which ultimately lead to an improvement in the performance of the organization. This theory was put into task in explaining the influence of participative decision making on employee performance.

2.1.2 Theory X and Theory Y

According to the theory put forth by McGregor (1960), a traditional organization, which is distinguished by a hierarchical structure and a centralized decision-making process, is established on particular assumptions of human nature and the drives that motivate individuals. These presumptions, which McGregor refers to as Theory X, imply that the majority of people prefer to be directed, are unwilling to take responsibility for their actions, and place the utmost importance on safety. Those who subscribe to this worldview believe that people are motivated by monetary incentives and the fear of being punished for their actions. When it comes to managing irresponsible persons, managers who subscribe to this concept are more likely to supervise and regulate their employees. They are of the belief that their employees require external oversight. Practices that are based on Theory Y include creating a work environment that is conducive to productivity and ensuring that individual goals are in line with organizational goals. This hypothesis provides support for the various leadership styles and indicates that these styles have an impact on the efficiency of organizations. The types of leadership styles that are utilized within an organization have an effect on the performance of individuals. For example, when a manager uses a top-down leadership strategy, which requires directing and managing behaviour in order to enable individual development until the individual reaches a level of creativity and self-direction, the result was job satisfaction, which ultimately lead to an increase in productivity. This theory supports in providing an explanation on the influence of employee consultation on employee performance.

2.1.3 Collegial Model

Davis's (1968) collegial model, which involves a temporal idea, was utilized extensively in research laboratories and other work situations that were comparable. The notion of mutual involvement between an organization and its employees was the foundation upon which the collegial model was traditionally established. Every worker is responsible for cultivating a sense of belonging to the group, making contributions to the whole, and recognizing the efforts of their colleagues. Instead of being a single endeavour, management ought to be seen as a collaborative effort. Coordination is an essential component of management. In

the role of coaches, managers are responsible for facilitating the improvement of a team. According to Shrifian (2011), employees respond to this crisis with self-discipline and attention to their work. The employees in this setting have the opportunity to experience a sense of purpose, a contribution that is satisfying, and a true sense of humour; yet, the value may be limited in some circumstances. This self-imposed discipline leads to an appreciation for the work that is performed on a smaller scale.

A collaborative group of individuals who are committed to achieving a common goal is referred to as a collegial model, which is an extension of the supportive model (Parsons, 2016). A number of organizations, particularly those that provide services to people in need, make it a priority to foster a culture of collaboration in order to make it easier for them to achieve their goals. This strategy places an emphasis on teamwork and collaboration, giving managerial attention to the priority of teamwork. The role of management is similar to that of a coach by facilitating the improvement of a team. It is more common to think of managers as collaborators than as superior personnel. Employees have the perception that they are significant assets to the organization as a result of the initiatives taken by management to foster collaborative connections. Because of this, they have a sense of both necessity and use. Accountability lies in the manner in which an employee reacts to this event. They argue that managers also play a role, which helps to facilitate the acceptance and respect that comes with the jobs that they are responsible for within the company. This theory was adopted in explaining the relationship between collective bargaining and employee performance.

2.2 Empirical Literature Review

2.2.1 Participative Decision Making and Employee Performance

Joint decision-making is a management strategy that, according to Wagner (2014), entails incorporating employees in the decision-making process in order to distribute power and authority to those employees. This is done in order to fulfil the purpose of joint decision-making. This technique is defined as "a method of organizational functioning in which decisions regarding tasks are made by the individuals responsible for executing those

decisions," as stated by Kombo et al. (2015). This is the precise definition of this method. In order to have participatory decision-making, which is accompanied by mutual respect and consideration among members of the organization, it is necessary to have direct engagement of the stakeholders (Markey, 2007). Participatory decision-making is a kind of structural empowerment, as stated by Yuki and Fu (2019). This is due to the fact that it provides workers with the opportunity to participate in decision-making processes, which in turn provides them with the potential to exert influence on the outcomes of such processes.

Participation in decision-making can help employees fulfil their self-actualization criteria, which in turn can increase their motivation, job satisfaction, and ultimately their performance. This occurs when employees are given the opportunity to participate in decision-making. It is possible to achieve the highest level of productivity in the most effective manner by bringing the objectives of management and personnel into harmonious alignment within the organization. When employees are given the opportunity to participate in the design of the mission statement, the implementation of policies and procedures, and the determination of benefits, it has the potential to improve communication, as well as boost morale and satisfaction levels, as stated by Koech and Namusonge (2012). Creating a good working environment in which both management and employees are motivated to contribute to healthy industrial relations is facilitated by providing workers with opportunities to participate in decision-making processes. This helps to build a sense of belonging among workers and generates a happy working environment. Increasing productivity can be performed in the most effective manner by ensuring that the objectives of both employees and management are aligned with one another. According to Noah (2009), incorporating employee engagement in the draughting of the mission statement as well as the establishment of policies and procedures for deciding benefits can improve communication, promote morale, and increase job satisfaction. In addition, it can also improve the sense of accomplishment that employees feel in their work.

The circumstance that is referred to as "employee collective decision-making" is one in which a group of individuals are obliged to make a decision from among a variety of various alternatives. There is a possibility that it included the examination of a substantial amount

of data, the investigation of a number of different concepts, and the application of a number of different experience insights. erroneous judgements have the potential to have disastrous consequences for both the team and the company (Aikenhead, 2015). The effects of making decisions that are erroneous can be devastating. The findings of a study that was carried out by Bose, Reina, and Marshall (2017) indicate that decisions that are made by a group in comparison to those made by an individual are more effective. Those circumstances that have an impact on other activities that are carried out by social groupings have the potential to have an impact on the decisions that are made collectively. As a consequence of this, the sharing of knowledge has the ability to enhance comprehension, shed light on issues, and make it simpler to arrive at a conclusion that is acceptable by the majority of people.

The research that was carried out by Dede (2019) employed the Cross River State Board of Internal Revenue in Calabar as a case study in order to analyse the impact that employee engagement in decision-making has on employee performance when it comes to the organisation. The research was conducted with the participation of eighty persons, and in order to reach a sample size of eighty people, both simple and purposive sampling procedures were utilised. Additionally, an interview and a questionnaire covering a range of employee participation scenarios were carried out. The questionnaire contained forty questions and was accompanied by an interview. According to the findings of the study, employee participation in decision-making processes makes implementation easier, cultivates a healthy work environment, boosts morale since employees feel valued and integrated into the organisation, and ultimately promotes commitment and contentment with the decisions that have been taken. The performance of the employees tends to improve as a consequence of this reality.

The research that was carried out by Habanik, Martosova, and Letkova (2020) to investigate the impact that managerial actions have on the performance of employees was carried out within the setting of manufacturing firms. In Slovakia, the persons who took part in the questionnaire survey that was conducted between the months of May and July 2019 were working in a variety of positions inside industrial companies where they were employed. Technical personnel, administrative personnel, and economists were among the positions that were included in this group of positions. According to the findings, monetary incentives

are the most effective component in motivating employees, surpassing any other aspect. This statement is supported by the findings. In addition to monetary compensation, rather than receiving praise and acknowledgement from higher-ups, given the circumstances of the industrial groups that were selected.

According to the findings of the research that was carried out by Vijayashree and Chandran (2019), the study investigated the ways in which different facets of employee participation in the decision-making process influence employee performance. For the purpose of this study, the main data was obtained from fifty individuals who were employed in Chennai. The sample size for this study was fifty questionnaires. The selection of the five questions that were used for data collection was influenced by a variety of different circumstances, and these aspects were taken into consideration. Analysis of the data was carried out by employing statistical methods and techniques. For the purpose of obtaining secondary information, we reviewed several sources, including online sources, journals, and book releases. The capacity of the organization was improved as a consequence of employee participation in the decision-making process, and management received important support in making decisions as a result of this participation. In order to ensure that employee participation initiatives are carried out in a manner that is both thorough and consistent, it is necessary to implement them.

2.2.2 Employee Consultation and Employee Performance

A consultative engagement can have a direct impact on all employees with regard to the duties of their jobs, the organisation of their work, and the conditions under which they operate. According to Kuye and Sulaimon (2011), this involvement involves a significant degree of reliance on a managerial decision that is made voluntarily and can be considered to be approaches for managing human resources. There are three primary ways in which consultative involvement appears to have an effect on the effectiveness of an entire organisation. According to Koech and Namusonge (2012), employees who have the opportunity to participate in consultative involvement can have a direct impact on the performance of the organisation by offering suggestions that either increase the quality of

the product or the efficiency of the process. When employees do this, they have the ability to increase labour productivity and stimulate innovation in the process.

According to the findings of a study that Ambani (2016) conducted at the Kenya Medical Research Institute in Kisumu County, the influence of employee consultation on performance results was investigated. Within the framework of this research, a descriptive survey was utilised as the methodological framework. Through the use of a straightforward random selection process, 174 responder samples were selected from the company. In this particular study, the primary tool that was utilised for the purpose of data collection was structured questionnaires. A kind of analysis known as descriptive analysis was utilised in order to evaluate the data. According to the findings, supervisors provided employees with an update on the company's current and future plans.

According to the findings of their research, Kuye and Sulaimon (2016) investigated the impact that employee consultation in decision-making has on the overall performance of businesses operating in Nigeria's manufacturing sector. By means of questionnaires that were sent out to 670 manufacturing companies, information was gathered concerning the characteristics that were utilised to evaluate the level of employee participation in decision-making and performance. The results of the survey were subjected to statistical analysis, which included descriptive statistics. According to the findings of the study, there is a correlation that is statistically significant between the decisions made by employees and the performance of the organisation.

Within the scope of their research, Vanishree, Asokk, and Gudda (2020) explored the influence that employee consultation in decision-making has on the overall performance of an organisation. The use of a questionnaire was employed in the execution of qualitative research surveys. The majority of the participants in the study were administrators and employees working in the private sector. The members of the group employed a total of 150 workers. For the purpose of determining the sample size, a random sample was taken from the population. Each and every organization's lifespan and sustainability are substantially impacted by the level of dedication that its employees have for the organisation. All aspects of performance, including managerial performance, employee

attitudes, productivity, devotion, and overall performance, are positively impacted by employee involvement.

The research conducted by Nee, Zailani, and Surlenty (2019) investigated the influence that employee consultation has on the performance of logistics pertaining to sustainability in Malaysia. One of the components of the study consisted of the distribution of questionnaires concerning issues pertaining to health and safety. A total of 123 employees took part in the survey when it was administered. The demographic characteristics of workers do not have an effect on safety. Furthermore, the findings highlight the necessity of communication between management and employees in the process of improving workplace safety. It is important for organizations to encourage constructive interactions. It is expected that these findings would alleviate concerns regarding the retention of workers in the process of establishing safety management systems.

Kuria, Namusonge, and Iravo (2016) investigated the influence that employee consultation has on the operation of healthcare facilities that are operating under the jurisdiction of the Kenyan government. The research utilised a descriptive testing methodology, and the respondents consisted of 384 individuals who were selected by model techniques. These individuals came from Kiambu and Machakos Level 5 facilities, as well as Kenyatta National Hospital. For the purpose of data collection, instruments such as questionnaires and discussion guides have been utilized. According to findings from research conducted in Kenya, consultation has an effect on the functioning of organizations.

An investigation of the relationship between employee consultation and employee performance was carried out by Gikonyo (2018) at Kenyan research and training organizations that are owned by the state. Delineating the variables and determining the nature of the linkages between them was accomplished through the use of descriptive and explanatory research designs. The target population for the study is comprised of 5,728 individuals, and nine state research and training agencies in Kenya have recruited people to participate in the study. When selecting participants for a corporate census, a multi-stage sampling procedure was utilised, which resulted in a sample size of 378 individuals who responded to the survey. According to the findings, the success of research in Kenya and

state-owned firms is influenced by a number of factors, including personality traits, psychological features, and moral participation.

2.2.3 Collective Bargaining and Employee Performance

Mukiira, Moguche, and Muema (2020) conducted a study in which they investigated the connection between collective bargaining and the efficiency of public health facilities in the Imenti North Sub-County of Meru County. The data was collected through the use of a questionnaire, and descriptive analysis was carried out. Collective bargaining and the performance of public health facilities were shown to have a positive and significant association, according to the findings of previous research.

2.2.4 Employee Delegation and Employee Performance

A higher level of subordinate engagement within a continuum of decision-making processes is what is meant by the term "delegation," according to Yuki (2020). Nevertheless, there are a number of people who argue that these are two distinct concepts. They believe that power delegation management (PDM) is a way of power sharing, whereas delegation is the act of relinquishing authority (Leana, 2006). According to his observations, delegation places more of an emphasis on the development of individual autonomy than it does on the promotion of democracy, namely participatory processes. Within the context of an organisational hierarchy, it refers to a process that provides employees with 'temporary authority' to make decisions. Sagie and Koslowsky's research from 2002. Additional definitions of this concept include "the delegation of new responsibilities to subordinates along with the necessary authority to execute them" (Yuki 2020).

An investigation of the relationship between efficient delegation and the impact it has on the performance of an organisation was carried out by Ugoani (2020). A favourable association was found between successful delegation and organisational performance, according to the findings of the exploratory research study, which included a total of ninety participants. It has been suggested that the evaluation process should be implemented as a component of effective delegation in order to improve psychological empowerment, feedback, and power distance.

Thomas, Idowu, and Olarewaju (2017) conducted a study to investigate the influence that delegation of authority has on the performance of employees through their research. As a component of the technique for designing the survey, a structured questionnaire was distributed to the respondents who were selected at random. One hundred and twenty-one of the three hundred surveys that were distributed were returned and were found to be usable. A combination of descriptive statistics and regression analysis was utilised in order to investigate the information obtained from the respondents. The outcomes of the study reveal that the delegation of authority has a substantial influence on the performance of employees.

Sev (2017) conducted an empirical study of Nigeria plc's flour mills in Lagos, Nigeria, in order to evaluate the effectiveness of power delegation as a technique for the fulfilment of tasks and the increase of performance in corporate entities. For the purpose of this investigation, data was gathered from both primary and secondary sources. For the purpose of determining whether or not the variable was correctly classified into the components that were provided, a confirmatory factor analysis with Varimax rotation was utilised. Based on the findings of the research, it was determined that the Flour Mills of Nigeria Plc achieved improved performance outcomes if they make effective use of delegation principles.

Kennedy and Keino (2017) conducted a study at Twiga Chemical Industries Ltd. to investigate the relation between delegation of authority and the performance of employees. Two hundred regular employees of Twiga Chemical Industries Ltd. in Nairobi were included in the study's target demographic when it was conducted. In order to generate a representative sample for this investigation, a stratified sampling strategy was developed. The use of questionnaires was employed in the data collection process. A positive and statistically significant link was found between legislative delegation and employee performance, according to the examination of the coefficients in the regression analysis.

2.3 Critique of Existing Literature

Critics contend that employee involvement maintains management's solid grip, granting employees less genuine power. According to Busck, Knudsen, and Lind (2010), employee

involvement programs often do not include major power and authority sharing, and thus have a limited or nonexistent impact on the decision-making process at the corporate or higher-level levels. In their 2016 article, Harvey and Turnbull argued that employee involvement is permissive with regard to authority relations. Participation in decision-making processes that are relevant to one's work was recognized as an important component in the research conducted by Purcell and Kinnie (2013). This component was found to have a strong correlation with increased levels of employee engagement, hence establishing it as an essential driver. There have been a great number of studies that have investigated the benefits of employee involvement within companies. Strategies for employee participation and empowerment aim to empower people by increasing their level of responsibility and authority, as well as making their work more challenging and interesting for them. These strategies should be matched with the competences of the employees and the requirements of the organization. There was an increase in employee motivation, creativity, productivity, and dedication as a result of these nominal inputs, which resulted in enhanced returns.

2.4 Research Gaps

Both the widening use of employee engagement in the workplace and the prospect that it may serve as a catalyst for improved employment options for workers are reflected in the recent increase in attention that has been paid to research conducted on employee involvement. According to the research that is now available, if the reforms are genuine, employee involvement has the potential to improve the outcomes of the organization. There has been a relatively smaller amount of research carried out on the impact of employee involvement on performance. This study looks to close this gap with a detailed assessment of employee involvement with regards to impacting employee performance.

Table 1: Research Gaps

Author	Study title	Findings	Gaps
Dajani and Zaki (2015)	Consultative management on job performance and organizational performance	Employee consultative management has a big impact on job performance, but not so much on company performance.	This research was conducted in Egypt, which is a different context
Kuria et al. (2016)	Role of consultative management on organizational performance	It was found that consultation management contributes to organizational performance.	The respondents in the previous study were chosen by convenience sampling, but the current study used a stratified sample method to ensure that all respondents are adequately represented.
Mulunda et al. (2018)	Collective bargaining and employee performance	Employee performance improved significantly as a result of collective bargaining.	Employee performance in the energy sector was the subject of the study. The current research concentrated on the KAA.
Mukiira et al. (2020)	Relationship between collective bargaining and performance	There is a good and strong connection between collective	Previous research has used explanatory

		bargaining and the operation of public health facilities	research design, however current research used descriptive research methodology.
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2.5 Conceptual Framework

Independent Variables

Dependent Variables

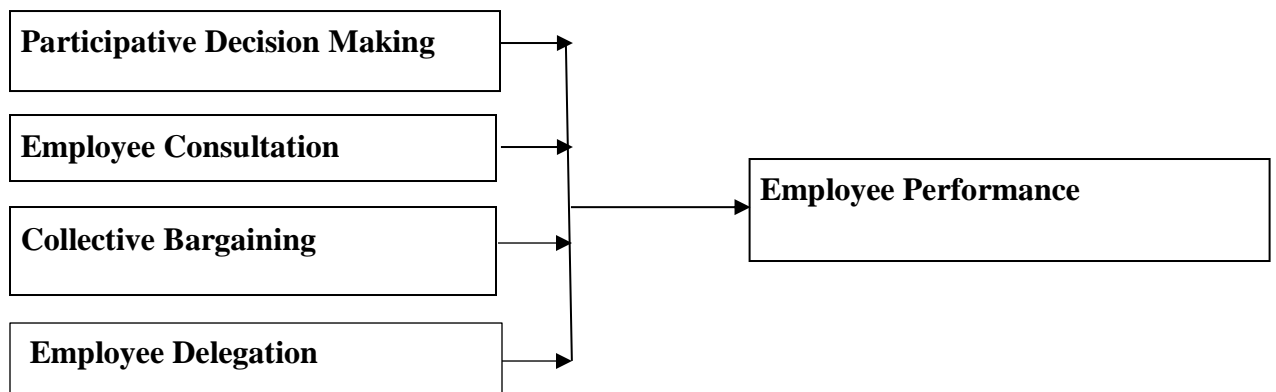


Figure 1: Conceptual Framework

2.6 Operationalization of Variables

Table 2: Operationalization of Variables

Variable	Indicator	Type of Scale	Data Collection Instrument	Data Analysis tool
Participative Decision Making	<ul style="list-style-type: none"> • Effective Communication • Active participation • Teamwork 	Interval/ Ordinary Scale	Questionnaire	Excel spreadsheets/ SPSS
Employee Consultation	<ul style="list-style-type: none"> • Employee Health and safety • Training participation rate • Turnover rate 	Interval/ Ordinary Scale	Questionnaire	Excel spreadsheets/ SPSS
Collective Bargaining	<ul style="list-style-type: none"> • Bargaining structure • Union membership 	Interval/ Ordinary Scale	Questionnaire	Excel spreadsheets/ SPSS

	<ul style="list-style-type: none"> • Employee strikes 			
Employee Delegation	<ul style="list-style-type: none"> • Clear expectations • Allocation of resources • Matching tasks and strengths 	Interval/ Ordinary Scale	Questionnaire	Excel spreadsheets/ SPSS
Employee Performance	<ul style="list-style-type: none"> • Absenteeism rate • Team collaboration • Time management 	Interval/ Ordinary Scale	Questionnaire	Excel spreadsheets/ SPSS

2.7 Summary

The literature review on the effects of employee involvement on employee performance is discussed in this chapter, which offers some insights. The purpose of this chapter is to provide a summary of the research that has been conducted by other academics in relation to this subject of investigation. In the following chapter, comprises of the study methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Within this chapter, the methodological procedures that the study utilised for the purpose of data collection and analysis are outlined. The discussion includes the research design, the population of the study, the sampling methods and sample size, the instrumentation, the process of data collection, and the analysis of the results.

3.1 Research Design

In order to conduct the research, a case study research design was utilized; hence, the study had an in-depth descriptive and comprehensive investigation of Kenya Airports Authority. In order to gain insights into more general cases, the investigation concentrated on a particular entity. According to Oso (2005), a case study is the most appropriate method to use in situations where there is a restricted number of organizations that are available for examination, a small sample size is present, and an in-depth analysis is necessary.

3.2 Target Population

Thirty-nine employees of the Kenya Airports Authority are the subjects of this study. According to Dubey and Kothari (2022), the term "target population" refers to the individuals, things, or materials that are intended to be evaluated by the research.

3.3 Sampling Procedure and Sample Size

The research made use of a census sample approach in order to collect the responses of 39 individuals. It is stated by Mugenda (2009) that the census sampling approach is utilized in

situations when all of the individuals or items that are the focus of the investigation are included.

3.4 Data Collection Instruments

Questionnaires were used to collect the necessary information. The use of a Likert scale was done through the administration of a comprehensive questionnaire. Data gathering is best accomplished through the use of a structured questionnaire. A structured Likert scale questionnaire, according to Mugenda and Mugenda (2010), makes it easier to acquire standardised responses, which in turn makes it possible to do comparison analysis between different data sets.

3.5 Pilot Study

Under the guidelines outlined by Cooper & Schindler (2014), a pilot test was carried out in order to detect any shortcomings in the design and instrumentation of the experiment, as well as to provide proxy data for the selection of samples. According to Leedy and Ormrod (2005), the employees who are available at the headquarters was selected through the use of random sampling. When conducting the pre-testing of the questionnaire, the tactics that are utilised were similar to those that are utilised during the real study or data collection. Accordingly, questions were examined with the participation of five individuals who have responded to the survey. Following the completion of the preliminary examination, the researcher made modifications to the questionnaire in order to address any potential issues, with a particular focus on improving the readability of the questions that are provided.

3.5.1 Validity of Instruments

Validity is the degree to which the results obtained from data analysis accurately reflect the phenomenon that is being investigated, whereas reliability is the degree to which an experiment, test, or measurement process produces consistent results over the course of multiple trials (Taherdoost, 2016). Validity stands for the extent to which the results obtained from data analysis accurately reflect the phenomenon that is being investigated. The appropriateness of the content was evaluated after the content validity has been

established by the demarcation of specific language and the selection of question items from the specific domain that the questions are intended to represent. After this, the study proceeded to analyse the content. The research instrument was provided to a group of competent experts so that they can undertake an examination of each individual item that is included in the questionnaire. A content validity test was carried out by the researcher in order to guarantee that the questionnaires are written in language that is easily understood by the respondents and to check that the questions are concise and understandable. In order to have this accomplished, the researcher had a conversation with the supervisor, who is the individual who possesses the greatest information. The concept of content validity was utilised in order to evaluate the extent to which the gathered information accurately represents a certain domain or facet of a particular concept (Kothari, 2017).

In accordance with Leung (2015), the term "construct validity" describes the degree to which a test or measure accurately evaluates the construct that is being evaluated. In order to carry out this research, it is necessary to transform concepts into measurable and observable characteristics that are founded on performance contracting and its various aspects. According to Omariba (2023), the degree to which an instrument contains all significant components of the construct that it seeks to assess is the criterion that is used to evaluate the content validity of the instrument. In order to evaluate whether or not a test accurately represents all levels of employees and whether or not it serves as a trustworthy indication of the outcomes that are measured, the objective of this study is to investigate both of these questions.

3.5.2 Reliability of the Instruments

Reliability is the capacity of a research instrument to deliver consistent results when data is acquired from the same respondents several times (Tavakol & Dennick, 2011). Reliability is a research instrument's ability to produce consistent results. As a result, it ensures that the measurements are consistent across time and throughout the many components of the research instrument (Mohajan, 2018). It indicates the degree of impartiality, which is the absence of errors. The reliability of the measuring instrument is determined by the degree to which the results of the measurement procedure are consistent. Reliability is often

defined as the extent to which the findings of a measurement are free of errors, resulting in outputs that can be relied upon. For the purpose of enhancing the instrument's reliability, the researcher conducted a pilot test by employing the test-retest methodology. The pilot sample was not included in the major sample that was used for the actual study. Following that, the instruments were examined with the Cronbach Alpha coefficient in order to determine the degree of dependability they possess.

3.6 Data Collection Procedures

The researcher submitted an application to the university in order to get a research permit. In light of the fact that workers can be busy, the questionnaires were made available to them so that they can fill them out whenever it is most convenient for them, provided that they do so within the allotted time frame of four days. In the event that it was required, the researcher directed the respondents. This was guaranteed that respondents have sufficient time to make comments that are more accurate and comprehensive to the questions that have been posed.

3.7 Data Analysis

A descriptive analysis was performed on the data that was gathered. To facilitate analysis, the data that has been gathered was organised in a methodical fashion. A number value was assigned to each of the responses in the questionnaire in order to make processing these responses easier. After that, numerical values were assigned to the questionnaires that do not allow for open-ended responses. The information about the variables were converted into numerical codes that represent the features of the variables. In addition to being exhaustive, the code categories are incompatible with one another. Following that, descriptive statistics, which include frequencies, and percentages, was utilised to statistically characterise the data. These statistics was displayed in tables. The Statistical Package for Social Sciences (SPSS) version 22 for Windows operating system was utilised in order to accomplish this goal.

3.8 Ethical Considerations

The researcher who is in charge of carrying out the study served as a representative for Management University Africa and gave an official letter of introduction to the organizations that was selected. In light of the sensitive nature of the data that was required for this investigation, the researcher made every effort to ensure that it preserves confidentiality while employing it purely for the goal of this study rather than for any other cause. This data was used for the purpose of this investigation. The persons who were involved in the data analysis and publication procedures were obliged to put in a significant amount of hard effort in order to maintain the integrity of the processes.

3.8.1 Informed Consent

The participation of the volunteers in this study was entirely voluntary on their part; nonetheless, they were be required to provide their informed consent in order to carry out the investigation. Prior to the beginning of the procedure of data collection, comprehensive explanations were given to the participants on the objectives of the study, the procedures that followed, the potential risks and rewards, and the rights of those who participated. Before asking participants to sign a consent form, they had given a comprehensive explanation of the study, which included every component of the research. As a consequence of this, detailed information regarding the study provided to each and every subject before they voluntarily participated in the research.

3.8.2 Voluntary Participation

It is entirely voluntary for individuals to take part in this research, and they were able to withdraw from the study at any time without suffering any adverse effects or missing any benefits that might be linked with their participation during the course of the study. Additionally, their participation in the study would not have any bearing on their relationship with the researcher.

3.8.3 Confidentiality

The integrity of the data that was supplied by the persons who took part in this study is of the highest priority to us, and the researcher do all in our power to honor that secrecy. Only

those individuals who are a part of the study team are able to view the data that has been stored in a secure location. In order to ensure that the anonymity of each contributor is maintained, as well as the confidentiality of individual comments, the data was presented in a consolidated file format. There was no personal information that was obtained over the duration of the study, and neither the analysis nor the reporting contained any of the data obtained. Distinct from the data that was collected for the research, this information was maintained separately.

3.8.4 Privacy

Throughout the whole process of data collecting, the respondents' responses were kept strictly confidential. The management of all of the data was carried out in a manner that was in accordance with the privacy rules and regulations that was in existence in Kenya. Furthermore, third parties were provided access to any information that might be used to identify an individual. When the results of the research were made public, they were maintained in a way that protects the privacy of each and every person who participated in the study.

3.8.5 Anonymity

The investigator was considerably precautions to ensure that the identities of all of the individuals who participated in this study are concealed. During the course of the research, no information that was used to identify any specific person, such as names, addresses, that was acquired or recorded in any way. For example, no names, addresses, was collected.

3.9 Chapter Summary

This chapter provided a description of the target population that was utilised by the study, as well as the design that was utilised and the processes that was utilised to collect responses from the sample population. The chapter provided an overview of the procedures that the researcher used to evaluate and interpret the data.

CHAPTER FOUR

4.0 DATA ANALYSIS AND DISCUSSIONS

4.0 Introduction

This chapter presents data analysis and discussions. This chapter presents background details of the respondents, the result discussions were based on the study objectives.

4.1 Presentation of the Findings

4.1.1 Response Rate

This study sampled 39 respondents for this particular study. The questionnaire results are as presented below.

Table 3: Response Rate

Response	Frequency	Percentage
Returned	31	80
Unreturned	8	20
Total	39	100

In Table 3 above shows that out of the 39 questionnaires issued, 31 of them were filled and returned giving a response rate of 80%. This particular response rate was satisfactory to make reliable conclusions for the study as indicated the required representative.

4.1.2 Respondents Age Brackets

The study sought to find out the age brackets of the respondents and the findings are as shown below;-

Table 4. Respondents Age Brackets

Response	Frequency	Percentage
Male	17	54
Female	14	44
Total	39	100

In Table 4 above the study found out that majority of the respondents was male by 54% against their counter parts who were female at 44%. From the results it's clear that there was fair representation from both genders hence minimizing the gender biasness effect.

4.1.3 Age Bracket of the Respondents

The study sought to find out the age bracket of the respondent and the findings are as tabulated below;-

Table 5: Age Bracket of the Respondents

Age Category	Frequency	Percentage
18 - 25yrs	8	25
26 – 34 yrs	10	31
35 – 45 yrs	9	30
46 yrs and above	4	14
Total	31	100

Table 5 above shows the study results whereby 25% of the respondents were below 25 years, 31% of the respondents were aged between 26 – 34 years, 30% of the respondents were aged between 35-45 years and above 46 years were 14 percent. This implies that the respondents represented fairly from all age distribution brackets.

4.1.4 Educational Level of the Respondents

The study sought to find out the educational level of the respondents and the findings are as presented below;-

Table 6: Educational Level of the Respondents

Educational Level	Frequency	Percentage
Certificate	3	10
Diploma	10	31
Degree	12	39
Masters	6	20
Total	31	100

Table 6 revealed that 10% of the respondents had achieved 0 – level education level, 31% of the respondents indicated diploma level, 39% of the respondents indicated degree and 20% of the respondents indicated masters. From the results, majority of the respondents were well educated and could provide reliable and accurate information on the subject under investigation.

4.1.5 Participative Decision Making and Employee Performance

The research sought to find out the effect of participative decision making on employee performance and the results are as tabulated below;-

Table 7: Participative Decision Making and Employee Performance

SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree

Statements		SA 5	A 4	N 3	D 2	SD 1
Effective communication enhances participative decision making	F	13	9	6	3	Nil
	%	40%	30%	20%	10%	Nil
Active participation results to participative decision making	F	10	16	5	Nil	Nil
	%	33%	50%	17%	Nil	Nil
Teamwork enhances participative decision making	F	14	7	6	4	Nil
	%	43%	23%	20%	14%	Nil
Participative decision making enhances employee performance	F	9	12	8	2	Nil
	%	30%	37%	27%	6%	Nil

In Table 7 above the study findings established that 40% of the respondents strongly agreed that effective communication enhances participative decision making, 30% of the respondents agreed, 20% of the respondents were neutral and 10% of the respondents disagreed. This shows that the effective communication enhances participative decision making.

The study results revealed that 50% of the respondents agreed on the statement that active participation results to participative decision making, 33% of the respondents strongly agreed, and 17% of the respondents were neutral. This implies that active participation results to participative decision making.

The study results found out that 43% of the respondents strongly agreed on the statement that teamwork enhances participative decision making, 23% of the respondents agreed, 20% of the respondents were neutral and 13% of the respondents disagreed. This implies that employees' teamwork enhances participative decision making.

The study findings revealed that 37% of the respondents agreed on the factor that employees Participative decision making enhances employee performance, 30% of the respondents strongly agreed, 27% of the respondents were neutral, 7% of the respondents disagreed. This shows that employees' Participative decision making enhances employee performance.

4.1.6 Employee Consultation and Employee Performance

The researcher sought to find out the extent to which employee consultation influence employee performance and the results are as shown below;-

Table 8 Employee Consultation and Employee Performance

Statements		SA 5	A 4	N 3	D 2	SD 1
Employee health and safety enhances employee performance	F	13	8	6	6	
	%	43%	27%	20%	10%	Nil
There is clear training on participation in decision making	F	10	15	4	2	Nil
	%	33%	47%	13%	7%	Nil
Employee consultation enhances employee performance	F	9	12	7	3	Nil
	%	30%	37%	23%	10%	Nil

In Table 8 above the study results showed that 43% of the respondents strongly agreed on the statement that employee health and safety enhances employee performance, 27% of the respondents agreed, 20% of the respondents were neutral and 10% of the respondents disagreed. This implies that employee health and safety enhances employee performance.

The study established that 47% of the respondents agreed on the statement that there is clear training on participation in decision making, 33% of the respondents strongly agreed, 13% of the respondents were neutral and 7% of the respondents disagreed. This shows that the organization ensures that there is clear training on participation in decision making.

The study noted that 30% of the respondents strongly agreed that the employee consultation enhances employee performance, 37% of the respondents agreed, 23% of the respondents were neutral and 10% of the respondents disagreed. This shows that the organization provides relevant avenues for employee consultation which enhances employee performance.

4.1.7 Collective Bargaining and Employee Performance

The researcher sought to establish the extent to which collective bargaining influence employee performance and the findings are as presented below:-

Table 9: Collective Bargaining and Employee Performance

SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly Disagree

Statements		SA 5	A 4	N 3	D 2	SD 1
Bargaining structure enhances employee performance	F	13	8	10		Nil
	%	40%	27%	33%	Nil	Nil
Employee strikes affects employee performance	F	9	12	7	3	Nil
	%	30%	37%	23%	10%	Nil
Union membership enhances employee performance	F	6	4	16	3	2
	%	20%	13%	50%	10%	7%

According to Table 9 above the study findings indicated that 40% of the respondents strongly agreed that bargaining structure enhances employee performance, 27% of the respondents agreed, 33% of the respondents were neutral. Majority accepted that employees bargaining structure enhances employee performance.

The study established that 30% of the respondents strongly agreed on the statement that employees strikes affects employee performance, 37% of the respondents agreed, 23% of the respondents were moderate and 10% of the respondents disagreed. This implies that employee's strikes affects employee performance.

The study found out 23% of the respondents strongly agreed that Union membership enhances employee performance, 30% of the respondents agreed, 40% of the respondents were neutral and

7% of the respondents disagreed. This implies that Union membership enhances employee performance.

4.1.8: Employee Delegation and Employee Performance

The study sought to establish the extent to which respondents agreed with the statements relating to whether employee delegation affect employee performance. The results were presented as illustrated below.

Table 10: Employee Delegation and Employee Performance

Key: S.A- Strongly Agreed, A, Agree, UN- Undecided, D- Disagree, S.D- Strongly Disagree

Statements		S.A	A	UN	D
Clear expectations enhances employee performance	F	18	13	5	0
	%	50	36	14	0
Allocation of resources positively contributes to employee performance	F	14	11	6	5
	%	39	30	17	11
Matching tasks and strengths enhances employee performance	F	16	13	0	7
	%	44	36	0	18

From the results, findings in Table 10 illustrate that majority of the respondents were found to highly agree that Clear expectations enhances employee performance with majority of the respondents at 50% strongly agree with this statement, 36% agreed, 14% were undecided and 0% neither disagree nor strongly disagree with this statement.

Allocation of resources positively contributes to employee performance, majority of the respondents at 39% who strongly agree with this statement, 30% agree to this statement, 17% were undecided 11% disagree with the statement while 3% strongly disagree.

Matching tasks and strengths enhances employee performance, 44% who strongly agree with this statement, 36% agree to this statement, 0% were undecided 14% disagree with the statement while 6% strongly disagree.

4.2 Limitations of the Study

To gather data, The researcher used a systematic questionnaire that included closed-ended questions. Despite the fact that the researcher carefully considered each question and even gave the respondent the option of using a Likert scale to indicate how much they agreed or disagreed, closed-ended questions limited the range of possible answers and forced the respondent to respond to the inquiries based on the investigator's choices. This might have resulted in the exclusion of certain data pertinent to the study issue.

According to the responses, the inquiry topics need access to private information. A few participants were unwilling to help with correctly completing the questionnaire because they were concerned about the study's anonymity. As a result, the investigator convened a conference with all potential respondents to explain the goal and value of the research to their firm.

4.3 Chapter Summary

The section offers a summary of the examination data gathered through a questionnaire, focusing on participants' age, gender, and education level, and the connections between variables, as well as the limitations encountered during the investigation.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

The following components make up this chapter: a summary of the results, a conclusion, suggestions for further research, and future research opportunities.

5.1 Summary of Findings

5.1.1 Participative Decision Making

The study findings established that the respondents agreed that effective communication enhances participative decision making. The study results revealed that the respondents agreed on the statement that active participation results to participative decision making. The study results found out that the respondents agreed on the statement that teamwork enhances participative decision making.

5.1.2 Employee Consultation

The study results showed that majority of the respondents agreed on the statement that employee health and safety enhances employee performance. The study established that some of the respondents agreed on the statement that there is clear training on participation in decision making. The study noted that majority of the respondents agreed that the employee consultation enhances employee performance.

5.1.3 Collective Bargaining

The study findings indicated that majority of the respondents agreed that bargaining structure enhances employee performance. The study established that the respondents strongly agreed on the statement that employee's strikes affects employee performance. The study found out majority of the respondents strongly agreed that Union membership enhances employee performance.

5.1.4 Employee Delegation

Majority of the respondents were found to highly agree that Clear expectations enhances employee performance. Allocation of resources positively contributes to employee performance, majority of the respondents agreeing with this statement. A number of respondents agreed that matching tasks and strengths enhances employee performance.

5.2 Recommendations

The study recommends employees to be assigned authority in their tasks and receive reward in case of successful performance. Suggestion systems should be established and individual employees should be allowed to participate (to propose) in cases related to their organizational unit beyond their tasks. When they propose useful suggestions, a proportionate reward should be given to them. After they mature and enjoy the necessary skills to participate in affairs, they should be gradually allowed to plan and make decisions in related issues.

Employee participation must be possible not only in decision making, but in goal setting process. In fact organizations which enjoy empowered employees allow team work to identify their operational goals and participate in determining strategic objective. Sharing in decision rules and the goal setting process with employees, making the goals very specific and providing clear, frequent and consistent feedback regarding goal achievement to reduce uncertainty about management expectations.

The study recommended for management to put more efforts in encouraging their employees to contribute to decision making and incorporate their views in the organizational policy, managers to allow increased level of workers participation in decision making since they are the center of operations and can contribute in work related issues, participative management to be redefined and properly applied so that people's understanding and perception of what it is all about will be improved.

The study recommended that collective bargaining should be used as a tool in establishing working conditions, pursuing strategic and commercial goals, and implementing strategic plans such as the Labour Management Plan. Collective bargaining and collective agreements should also be used to

standardize employment administration and simplify how the hospital manages and employs its employees.

5.3 Conclusions

The study concluded that through collective bargaining strategy the Aviation Industry was able to effectively implement Trade union participation (CBAs), create a positive work environment and mutual relationship that led to improved performance.

The study concluded that the Aviation Industry had effective employee delegation process through empowerment, trust and skill development. The Aviation Industry's employee delegation had created trust among employees led to positive collaboration and team work. The Aviation Industry was able to achieve effective process of building trust, empowering of employees and allocation of relevant resources.

5.4 Suggestions for Further Study

The current study examined the influence of employee involvement on employee performance in the Aviation Industry. Employee involvement was measured in terms of participative decision making, employee consultation, collective bargaining and employee delegation. As a result, the study suggests that another study be conducted focusing on other measures that have not been studied. In addition, the study context was Aviation Industry, therefore, another study can be carried out focusing on a different study context.

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APPENDICES

APPENDIX I: RESEARCH LETTER



Date: 21st March 2025

TO WHOM IT MAY CONCERN

EDITH AKENGA- ODLBML/28/01444/3/22

This letter serves to introduce the above named who is a **Bachelors of Management and Leadership (BML)** student and is interested in carrying out research on Influence of Employee Involvement on Employee Performance in the Aviation Industry. A case study of Kenya Airports Authority.

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,



Dr. Juster Nyaga

Dean, School of Management and Leadership



APPENDIX I: QUESTIONNAIRE

SECTION A: BIO DATA

1. What is your gender?

Female []

Male []

2. What is your Age in years?

Below 30 []

31-40 []

41-50 []

Above 50 []

3. What is your highest education level?

Certificate level []

Diploma level []

Degree Level []

Masters Level []

SECTION B: Participative Decision Making

To what extent do you agree with the following factors on participative decision making and employee performance? 5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

STATEMENTS	5	4	3	2	1
Effective communication enhances participative decision making					
Active participation results to participative decision making					
Teamwork enhances participative decision making					
Participative decision making enhances employee performance					

SECTION C: Employee Consultation

To what extent do you agree with the following factors on employee consultation and employee performance?

5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

STATEMENTS	5	4	3	2	1
Employee health and safety enhances employee performance					
There is clear training on participation in decision making					
Employee consultation affects turnover rates					
Employee consultation enhances employee performance					

SECTION D: Collective Bargaining

To what extent do you agree with the following factors of collective bargaining and employee performance?

5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

STATEMENTS	5	4	3	2	1
Bargaining structure enhances employee performance					
Union membership enhances employee performance					
Employee strikes affects employee performance					
Collective bargaining enhances employee performance					

Section E: Employee Delegation

To what extent do you agree with the following factors of employee delegation and employee performance? 5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

STATEMENTS	5	4	3	2	1
Clear expectations enhances employee performance					
Allocation of resources positively contributes to employee performance					
Matching tasks and strengths enhances employee performance					
Employee delegation enhances employee performance					

SECTION F: Employee Performance

To what extent do you agree with the following factors of employee performance?

5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree

STATEMENTS	5	4	3	2	1
The organization ensure that there is reduced absenteeism rate					
The organization ensures that there is team collaboration					
The organization ensures that there is effective time management					

Thank You for your co-operation

