

RELATIONSHIP BETWEEN STAFF EMPOWERMENT PRACTICES AND EMPLOYEE PRODUCTIVITY IN AIRLINE INDUSTRY IN KENYA: A CASE STUDY OF KENYA AIRWAYS

Mwangi Jacinta Wanjira

Master of Management and Leadership, Management University of Africa, Kenya

Kanyanjua David

Management University of Africa, Kenya

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ABSTRACT

For an organization that minds about its future growth, it considers employee empowerment as one of the key elements that enhances organizational performance. In the airline industry, staff empowerment has not been effectively managed or taken seriously and as a result the industry loses between 5%-15% of their sales revenues annually. In Kenya, the air transport industry has been battling with increased work place conflicts emanating from its new business strategic options aimed at re-organizing its competitive edge. The current study investigated the relationship between staff empowerment practices and employee productivity in Kenya Airways Limited. The specific objectives were to establish the relationship between employee training, participative decision making, delegation of authority, flexible work arrangement and staff productive in Kenya Airways Limited. The study may benefit the Kenya Airways management, staff in various organizations, scholars and academicians. The study was guided by Theory of Structural Empowerment, Goal Setting Theory, accountability theory and work/family theory. The study employed descriptive research design. The target population were top level management staff and middle level management staff who deal directly with the day to day operations in Kenya airways. Stratified random sampling technique was used to come up with a sample size of 64 respondents from a total of 160 respondents. The study relied on primary data which was collected using questionnaires. Quantitative data was presented in frequency tables and figures while quantitative data was presented in prose form. Multiple regression was used

to measure the relationship between the independent variables and dependent variable. The study established that employee training contributes up to 45% to the employee productivity in the institution. The study found that there was a linear relationship between employee training and employee productivity. The study established that participative decision making contributes to 0.44% to employee productivity in Kenya Airways. The study also established that there was significance relationship between participative decision making and employee productivity (sig=.017, sig <0.05). The study also established that delegation of authority contributes to 47% to employee productivity in Kenya airways. The study concluded that there was linear relationship between participative decision making and employee productivity in Kenya Airways. There was a significance relationship between participative decision making and employee productivity (sig=.017, sig <0.05). The study established that delegation of authority contributes to 47% to the employee productivity in Kenya airways. The study established that employee training contributes to 52.7% to the employee productivity 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. Organisations should further consider delegation of authority as one way of enhancing organizational output. The

study also recommended the use of temporary contracts more in organizations as a flexi work strategy.

Key Words: *staff empowerment, employee productivity, airline industry, Kenya*

INTRODUCTION

Empowerment has been defined by Carver cited in Vikas (2000) as an authority that relates to encouraging and allowing individuals to take personal responsibility for improving the way they do their jobs and contribute to the Organizational goals. Cook and Macaulay's (1997) defined empowerment as a change management tool which helps organizations create an environment where every individual can use his or her abilities and energies to satisfy the customer. Hanold (1997) defined empowerment as control of one's work autonomy on the job, variation of teamwork, and pay systems that link pay with performance. Employee empowerment practices have been widely adopted in many organizations as a way of improving organizations performance. Empowering employees improves performance largely by finding innovative ways of correcting errors in service delivery and redesigning work processes. Thomas and Velthouse (2013) pointed that empowered employees improve performance by recovering quickly from errors in the service delivery, learning from those recoveries, generating and redesigning processes and products. Empowerment practices aimed at providing employees with access to job related knowledge and skills and in addition granting them discretion to change work processes, increases encouragement to drive better performance. It encourages ownership, innovation and creativity.

Kenya Airways for example has in the past experienced go slows because the union representing the pilots was opposed to hiring of expatriate pilots, the technical engineers were opposed to job evaluations and in ground services continued wrangles over changing shift patterns were witnessed. Such issues affect job performance negatively and consequently the company's reputation. For instance, in 2017 June, South African Airways was forced to cancel their flights due to labour conflicts that arose from a stalled collective bargaining agreement that lead to the worst industrial strike in the modern airline history (Lucas &Diener, 2017). According to Robbins and Judge (2012) it was found that employee performance approaches are related to life satisfaction and higher work yields. Increased Changes in business environments have driven strategic decisions such as restructuring, downsizing, mergers and privatizations. Such have rapidly increased conflicts at work and resultantly affected work performances and slowed down business growth. Global airlines with enormous resources and global network have not been spared either in this environment.

STATEMENT OF THE PROBLEM

In most organizations, performance depends largely on the adopted employees' empowerment practices. Employees' performance depends on their knowledge or the required skills in an organization and how well they execute them. However, staff

empowerment has not been effectively managed in many airlines and as such the industry loses between 5%-15% of their annual sales revenue as a result of lack of attention to the aspect of employee empowerment (Kenya Airways Limited, 2014). These challenges have also been experienced by major airlines with massive resources and global networks; for example, Delta Airlines, Austrian Airlines, Air France and British Airlines have been affected by their Collective Bargaining Agreements discussions. The air transport industry in Kenya has been battling increased work place conflicts emanating from its new business strategic options aimed at re-organizing its competitive edge. Initiatives related to reduction of the labour costs, reviewing and renegotiating third party contracts and recruitment of expatriate pilots have been met with stiff resistance from workers and Unions. Go slows have been witnessed in business sections like Air flight where the union representing the pilots is opposed to the recruitment of expatriate pilots, the technical department where engineers are opposed to job evaluations and also in ground services where there is continued resistance from operators due to change in shift patterns. These episodes impact negatively on staff's performance. Additionally, increased competition among airlines in Kenya following increased globalization and internationalization in the airline industry has changed the competitiveness of airlines in different parts of the world as well. More international airlines have joined the routes initially enjoyed by Kenya Airways and a notch higher, forcing Kenya Airways to look for ways to maintain its competitive advantage. In the midst of all the pointed challenges, Kenya Airways Limited still requires exemplary performance from its employees. This has brought the need for the Kenya Airways management to develop new innovative programs and approaches that will enhance the skills of their staff if they are to improve their dwindling performance. The airline has developed several strategies on employee performance development programs such as on and off-job training programs and employee reward systems. It is still not clear whether these programmes have been effective in bringing about the desired level of employee productivity. Thus, this study sought to fill this research gap by investigating the relationship between staff empowerment practices and employee productivity at Kenya Airways Limited.

GENERAL OBJECTIVE

The broad objective of this study was to establish the relationship between staff empowerment practices and employee productivity at Kenya Airways Limited.

SPECIFIC OBJECTIVES

1. To establish the influence between employee training on employee productivity at Kenya Airways Limited.
2. To investigate the influence of participative decision making on employee productivity at Kenya Airways Limited.
3. To determine the influence of delegation of authority on employee productivity at Kenya Airways Limited.
4. To establish the influence of flexible work arrangement on employee productivity at Kenya Airways Limited.

THEORETICAL LITERATURE REVIEW

Goal Setting Theory

This study is anchored on Goal Setting Theory (GST) postulated by Edwin Locke (1968). The theory states that individuals are motivated to work towards attainment of pre-determined goals or objectives they set for themselves or they are part of. By being part of the whole process, people understand what are involved and strive towards accomplishing the goals. The theory is linked to participative decision making and employee performance. In the current study, goal setting theory is relevant since it argues that employees should be involved in the whole process, understand what they are involved in and strive towards accomplishing the goals. The theory states that individuals are motivated to work towards attainment of pre-determined goals or objectives they set for themselves or they are part of, since this theory supports the participative decision making. They must be equipped to start undertaking their targets and consequently managers can start maximizing their employees' potential by following the key principles of goal-setting which are but not limited to obligation, feedback, contest or challenge, clarity and complexities of tasks.

Theory of Structural Empowerment

This theory was advocated by Kanter's in 1993. The theory focuses mostly on how staff should be offered healthy environments to work, effectiveness in the organization and commitment of all the workers (Kanter, 1993). Employees in all organizations should be offered the space to access information, resources, support, be able to learn new stuff and develop so that empowerment can be promoted. The outcomes of an organization are affected significantly by employees' through how decisions are made by the authority right from the top down the hierarchy which is the process termed as structural empowerment (Dee, Fairhurst & Rodgers, 2003). This theory advocates that staff should be offered the space and forums to access information, resources and support. They should be enabled and assisted to learn new stuff and develop themselves so that empowerment can be entrenched with ease in the organization.

Accountability Theory

Frink and Klimoski (1998) developed the Accountability Theory. This theory involves the relationship between an agent and a principal as the agents perform their duties and the principle uses his rights. The agent is supposed to account at all situations even in cases where the principal becomes entirely passive, the information of the principle is waved for the fact that he is practicing his rights. The achievement of the goals set in an organization by using the resources provided is called effective accountability. This theory is related to this study as it gives one the power to be accountable. Delegation is the assignment of any authority to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management leadership.

Work/Family Border Theory

Clark (2000) propounded the work/family border theory. The balance that people tend to create between the spheres of work and the responsibilities they have with their families, and the boundaries that should be created between the two is explained by this theory. The theory indicated that work and family are two factors that are very important to employees as they have to be balanced. The family level and work level have different cultures that have to be transitioned by staff on a daily basis as noted by Clark (2000). Family Border Theory is related in this study since it advocates that work and family are two factors that are very important to employees and as they have to be balanced. The family level and work level have different cultures that have to be transitioned by employees on a daily basis by offering flexible work environment. When this balance is achieved, there is usually a positive psychological outcome from the worker and as result work deliverables are achieved within the specified time frame and with fewer struggles.

EMPIRICAL LITERATURE REVIEW

Staff Training and Employee Productivity

Suci and Idrus (2015) did a study on the influence of employee training and employee performance. This research method used a quantitative approach, targeting population of 147 employees by use simple random sampling technique selecting 107 employees as the sample size. Multiple linear regression analysis was used to test the relationship between the dependent and independent variable. Simple random sampling technique was since every member had a chance to be involved in the study. A unique code was given to the respondents in order to hide their actual identity that may compromise the result of the study. The study also observed the confidentiality of the respondent which is part of the ethical consideration that this study adopted. Questionnaires were used to collect primary data that this study sought. The correlation coefficient of the study ($R, 0.616$); indicates that there is a strong link between training and performance of employees. From the results, the hypothesis indicated that the value of the F test results obtained co-related with the values F calculated = 31,740 sig. = 0.000 ($0.000 \leq 0.05$), hence meaning the training influential works simultaneously towards the performance of staff.

Musili (2010) did a study on perceived effectiveness of training and development on performance of in-flight attendants in Kenya airways limited. The research was guided by one research objective which was to find out the perceived effectiveness of training and development on employee performance among the in-flight attendants in Kenya Airways. A case study research design was used. The population of study was all the in-flight attendants currently employed by Kenya Airways who are 900 in total. Stratified sampling was used to collect the data from the different strata in the in-flight attendant hierarchy made up of cabin managers, flight pursers, senior in-flight attendants and in-flight attendants. Data was collected using a semi structured questionnaire administered through a drop and pick method. Findings of the study revealed that training and development was perceived by the inflight attendants as an asset in their performance deliverables.

Participative Decision Making and Employee Productivity

Participative decision making is one of the empowerment practices that should be encouraged by management. For instance, the model of employee empowerment postulated by Mallak and Kurstedt (2013) argued that employee empowerment has been expounded upon the concept of participative management. Employee's involvement in decision making serves to create a sense of belonging among the workers as well as congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations (Kingir & Mesci, 2016).

Ejimabo (2015) did a study on the influence of decision making in organizational leadership and management activities in USA. The purpose of this qualitative critical ethnographic study was focused on identifying the factors influencing success in decision making among organizational leaders and managers in organizations' practices. The qualitative paradigm was used in order to gain in-depth knowledge and understanding of the issues and challenges influencing effectiveness, and success among organizational leadership and managements in business practices. The author being committed and determined to discovering a pattern of meaning through experience, systemic thinking, assessment, and creative analysis used the Kurt Lewin leadership philosophical underpinning approaches of leadership namely: autocratic, democratic, and laissez-faire methods of leadership decision making processes in the context of this study, with the aim of discovering the main factors rather than specific variables and outcomes affecting decision making among business leaders. Approximately, four hundred past and current business executives and managements participated in this study. Data was collected through structured interviews and surveys. The results that emerged from the data indicated that there is a great need for change and improvement in decision making among organizational executives while accommodating technology, diversity, globalization, policy, teamwork, and leadership effectiveness

Delegation of Authority and Employee Productivity

Delegation of Authority refers to waiving some administrative levels on powers and authorities for lower functional levels to help them in completing quests in order to providing services easily and rapidly for customers and benefices (Adeyele, 2014). Delegation of responsibilities provides incentives to employees to do more effort into their job. It is a deliberate consultative effort to administer power to lower levels in an organisation for high performing results. Besides information and incentive effects, several other factors may influence the delegation decision. When authority is assigned, both the principal and the agent choose how much information they gather. The principal and agent have different preferences, but a negative (positive) outcome for one means always a negative (positive) outcome for the other. The fore it is important to balance out.

Al-Jammal, Al-Khasawneh and Hamadat (2015) did the impact of the delegation of authority on employees' performance at great Irbid municipality. It has constructed on measuring the impact of delegation on efficiency, effectiveness and empowerment. Sampling of the study represented by employees in which they are embedded in central and executive management

through a random sampling reached to (200) employees from total (1500). The sample was used as a tool for achieving the results. After applying Alpha measurement, it has been shown that validity was (82%). Means, standard deviation, percentages, (T-test) and Cronbach Alpha test were used and applied. The results of the study have shown that there is a statically significant for delegation of authority on efficiency, effectiveness and empowerment of employees' performance at great Irbid municipality. The study has recommended in the need to activating administrative delegation authority of employees in Great Irbid Municipality (GIM).

Flexible Work and Employee Productivity

Flexibility in the work environment is another empowerment practice. Flexible working arrangements generally refers to a practice in organizations where staff are able to choose when they work and where they work from so long as they fulfil their working obligations in doing so (Grzywacz, Carlson & Shulkin, 2008). According to Giannikis and Mihail (2011) flexible working arrangements (FWA) are among the many Work-Life Balance (WLB) initiatives being advanced by many organizations as they seek to enable their employees reconcile their work life and family responsibilities. Work flexibility is defined as being able to do things other than the work assigned and the freedom to communicate with other workers (Adeyele, 2013).

Abid and Barech (2017) studied on impact of flexible working hours on the staff's performance in Pakistan. Under this study, a survey of the staff of telecommunication and call centers was conducted with a convenient sample size of 200. The primary purpose was to check the null hypothesis that there is a relationship between flexible working hours and the staff's performance. The simple graphs and frequency distribution have indicated that there might be less knowledge in the middle and lower levels about the flexibility as compare to executives who are well aware of flexible work arrangements. The demand for Flexible working hours is there in Pakistan but we need to generalize and increase awareness about flexible working hours among the different levels of management. Flexibility in the working hours is a source of job satisfaction and the quality of life among staff. Many organizations encourage and support the flexible working hours because it is beneficial for both the employees and the organization.

RESEARCH METHODOLOGY

Research Design

The research problem answers are generated through the scheme, outline or plan which are defined as the research design as defined by Orodho (2003). The researcher's structure is thought by Kombo and Tromp (2006) as the research design. The descriptive research design was used in studying of the research problem. The phenomenon's what, where and how are used in the concern of a descriptive study as per Cooper and Schindler (2003)'s argument. Descriptive research design can be either quantitative or qualitative.

Target Population

Target population as described by Borg and Crall (2009) is a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The study population of this study was Kenya Airways while the study population was top level management and middle level management staff who deal directly with the day to day operations in the organisation. According to Kenya Airways (2019) report from the Human Resource Department, there were 160 employees working in the organization in the top level management and middle level management staff.

Sampling and Sample Size

The unit of sampling, frame, procedures and the size are described by the study's sample. The selected sample from the initial population is what is described as a sampling frame (Cooper & Schindker, 2003). The study employed stratified random sampling technique in coming up with a sample size of 64 respondents from a total of 160. The sample of the study represents 40% of the total population. According to Mugenda and Mugenda (2008) a sample of 10-40% can be used as a representative of the general population.

Data Collection Instrument

The primary data was collected through employing a questionnaire. The feelings, motivations, attitudes, accomplishments and experiences of individuals are inquired through the questionnaire which is appropriate for the collection of information (Mellenbergh, 2008). The questions were of both open and close-ended questionnaires. The study's questionnaire captured the objectives of the study and the researcher was to further ensure that the participants will not be manipulated as stated by Franker, (2006).

Data Analysis and Presentation

Both qualitative and quantitative data were generated by the study. The Statistical Packages for Social Scientists (SPSS Version 17.0) was used to code and enter the quantitative data and descriptive statistics will be used in analysing the data. The responses content matter will be used in analysing of the qualitative data. Coherent categories were used to group the common themes or patterns of the responses. Further, to establish the strength of the relationship between the independent and dependent variables the researcher used multiple regressions. The regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: **Y** is the dependent variable (employee productivity), β_0 is the regression coefficient, **Y**-intercept, β_1 , β_2 , β_3 and β_4 are the slopes of the regression equations, **X₁** is employee training **X₂** is participative decision making, **X₃** is delegation of authority, **X₄** is Flexible work, ϵ is an error term normally assumed to be 0.

RESEARCH RESULTS

The main purpose of this research was to examine relationship between employee empowerment practices and employee productivity in airline industry in Kenya with focus to Kenya Airways. The specific objectives were to establish the relationship between employee

training, participative decision making, and delegation of authority, flexible work arrangement and staff productive in Kenya Airways Limited. The study investigated the contribution of staff training on employee productivity in Kenya Airways. The study established that employee training contributes up to 45% to the employee productivity in the institution. This is as indicated by $R\ 0.673$ which indicates a strong positive correlation and also the $R^2\ 0.453$

Staff Training and Employee Productivity

The study established that employee training influences employee productivity. According to the findings, majority (75%) of the respondents were of the opinion that training influences staff's productivity while the rest (25%) opposed the opinion of the majority. This study conforms to Tahir, Yousafzai, Jan and Hashim (2014) that training improves performance, job integrity and loyalty not forgetting improved communication.

Participative Decision Making and Employee Productivity

The study pointed out that participative decision making has influence on employee productivity. From the findings, 71% of the respondents pointed out that indeed participative decision making has influence on employee productivity while 29% indicted that participative decision making does not influence employee productivity.

Delegation of Authority on Employee Productivity

The study sought to establish Influence of delegation of authority on employee productivity. The mean and standard deviations were generated from SPSS and are as illustrated in table below. Majority of the respondents agreed that employees accomplish their tasks more effectively when the manager divides his work among the subordinates as indicated by the mean scores of 4.05. Employees feel part of the organizational activities when they are given the power of accountability and that staffs feel more appreciated when they are given obligation to perform their duties when they are given specific responsibilities in the organization as indicated by mean score of 3.929 and 3.911 respectively.

Flexible Work Arrangement on Employee Productivity

The researcher pointed out that most of the respondents agreed that job complexity provide an avenue for staff to look for more alternative ways to handle such work and eventually deliver as expected as depicted by mean score of 3.786; respondent also agreed that the setting of work in the workplace enhances staff's productivities as they are able arrange their work as per the schedules provided which enhances their productivity as shown by mean score of 3.750. Further respondents agreed that Alternative work arrangement ensures that staffs deliver on the most important tasks as illustrated by mean score of 3.661. On the same respondents agreed that Work activities enables staff to make the amendments according to the circumstances in their workplace which increases their productivity as depicted by mean score of 3.482.

4.1.16 Parameters of Employee Productivity

From the study findings presented in the table below, majority of the respondents strongly agreed that sales have increased drastically as indicated by the mean scores of 4.00. There is enhanced quality of outputs on services, there is effective time management and that Services have improved through staff empowerment practices as illustrated by mean score of 3.964, 3.714 and 3.482.

INFERENCE STATISTICS

The study conducted inferential statistics to establish the extent of correlation of staff training on employee productivity in Kenya Airways. The study established that employee training contributes up to 45% to the employee productivity in the institution. This is as indicated by R 0.673 which indicates a strong positive correlation and also the R² 0.453 as shown in table 1.

Table 1: Model Summary for Employee Training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.673	0.453	0.429	0.101316

Table 2: ANOVA for Employee Training

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.067	1	0.067	9.932615	0.00262774
	Residual	0.371	55	0.006745		
	Total	0.438	56			

The study also establishes that there was significance relationship between staff training and employee productivity in Kenya Airways (sig=.009, sig <0.05). The results presented in table 4.7 show that the influence of staff training on employee productivity was significant (F =9.9326, p < 0.05).

Table 3: Coefficients Correlation for Employee Training

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
Constant	0.452	0.147			3.065	0.004
Employee Training	0.473	0.186	0.391		2.548	0.015

Table 4: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.661	0.437	0.423	0.084422

To show correlation between the study variables, the study used the Karl Pearson’s coefficient of correlation (r). From the findings, it was clear that there was a positive correlation between staff training and employee productivity as shown by a correlation figure

of 0.523, it was also clear that there was a positive correlation between participative decision-making and employee productivity with a correlation figure of 0.614, there was also a positive correlation between delegation of authority and employee productivity with a correlation value of 0.746 and a positive correlation between flexible work and employee productivity with a correlation value of 0.521. This therefore shows that there was a positive correlation between employee productivity, staff training, participative decision making, delegations of authority and flexible work.

Table 5: Coefficient of Correlation

		Employee Productivity	Employee training	Participative decision making	Delegation of authority	Flexible work
Employee Productivity	Pearson Correlation Sig. (2-tailed)	1				
Employee training	Pearson Correlation Sig. (2-tailed)	0.523	1			
Participative decision making	Pearson Correlation Sig. (2-tailed)	0.610	0.341	1		
Delegation of authority	Pearson Correlation Sig. (2-tailed)	0.740	0.120	0.0621	1	
Flexible work	Pearson Correlation Sig. (2-tailed)	0.520	0.340	0.0000	0.160	1
		0.012	0.001	1.000	0.001	

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.308	0.342		1.623	3.57-02
Employee Training	0.558	0.310	0.172	4.342	2.76-02
Participative Decision Making	0.731	0.156	0.210	3.532	2.85-02
Delegation of Authority	0.785	0.322	0.067	3.542	2.02-02
Flexible Work Arrangement	0.620	0.245	0.148	3.458	2.49-02

($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 1.308 + 0.558X_1 + 0.785X_2 + 0.620X_3 + 0.731X_4$$

The regression equation above established that taking all factors into account (employee training, participative decision making, delegations of authority and flexible work) constant at zero, employee productivity adopted will be 1.308. The findings presented also shows that taking all other independent variables at zero, a unit increase staff training will lead to a 0.558 increase of employee productivity; a unit increase in participative decision making will lead

to a 0.731 increase of employee productivity; a unit increase in delegation of authority will lead to a 0.785 increase in employee productivity and a unit increase in flexible work arrangement will lead to a 0.620 increase in staff productivity. This infers that delegation of authority contributes most to employee productivity followed by participative decision making then flexible work arrangement while employee training contributed little to employee productivity. This notwithstanding, all the variables were significant as their P-values were less than 0.05.

CONCLUSIONS

The study concluded that, most of the organizations offer training and training influences employee's productivity. Organizations offer training on products and services to staff in order to develop motivation that will help individuals deliver results aligned with the expectations of the management. Most organizations conduct job orientation to ensure their employees are familiar with what they are supposed to perform which in return increases their productivity. On participative decision making, the study concluded that indeed participative decision making influences employee productivity. With regard to the influence of delegation of authority on employee productivity, the study concluded that staff accomplishes their tasks more effectively when the manager divides his work among the subordinates playing like teamwork approach. On the influence of Flexible Work Arrangement on employee productivity, the study revealed that most of the staff work in full time jobs.

RECOMMENDATIONS

Based on the objectives of the study, the following recommendations were reached. Since the study has revealed that training positively influences employee performance by having a positive influence on staff productivity at Kenya Airways, training should be conducted from time to time, so as to ensure that staff have the necessary engagement to change processes, become innovative, deliver better performance and have job enthusiasm for better organizational performance. The Kenya Airways management should provide training and workshop opportunities for staff in order to keep them updated on the industry dynamics and improve their individual knowledge and skills. Training needs should be considered on the basis of overall company objectives. The goals of the company should determine what training programs are to be organized for staff. Staff should be motivated to add value to themselves and to their lives.

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