

# Effects of Organization Structure, Leadership Style in Management Decision Making: A Case Study of Airline ‘A’ in Kenya

Daniel Komu<sup>1</sup>, Dr John Cheluget (PhD)<sup>2</sup>, Janet Kibe<sup>3</sup>

<sup>1</sup>Dean of Students, The Management University of Africa, Kenya

<sup>2</sup>DVC, The Management University of Africa, Kenya

<sup>3</sup>BML, The Management University of Africa, Kenya

**Abstract:** - The study aim was to establish the effects of organization structure and leadership style in management decision making a case study of Airline “A”, with the objectives being to establish how organization structure affects employee in management decision making at Airline “A” and to establish how leadership styles affects employee in management decision making at Airline “A” This study adopted contingency theory and empowerment theory. The research design adopted was a descriptive research design that is cross sectional in nature. The study target populations were 170 staff at Airline “A”. Questionnaires were used for data collection. The data was analysed by use of simple statistics and inferential statistics. The data was presented using tables, charts and graphs. Data was first coded and organized into concepts from which generalization was made of entire population. The conclusion drawn from the study findings were that employee involvement is been practiced in the case study organization and has a significant effect on both the employee and the organization. The study established organization structure is one of the important factors that help employee in management decision making as well as organizational leadership. The study suggest the following recommendations for improvement, Airline “A” Management should be aligned to organization structure and strategy. Management of Airline “A” should focus more on adhering to organization mission by ensuring that employees are conversant with mission and visions of the organization.

**Key Words:** Work Place Forum, Human Resource Management, Information Communication Technology, Service Delivery, Performance

## I. INTRODUCTION

An organization is defined as a collection of employees who work to achieve a common objective (Abbasi, Khan, & Rashi, 2011). According to Judge and Robbins (2010) an organization is a consciously organized social entity with more than two staff, and functions on a continuous basis with the aim of achieve a common goal. For any organization to meet its goals or achieve its vision the management should engage all stakeholders in the running of the business (Wong, 2014). In this regard, Shelley (2010) adds that a stakeholder is any person or group of persons that have, or claim, ownership, rights, or interests in an organisation and its activities. Engaging all stakeholders in the running of a business is referred to as an extended part of democracy

principle in the organization. This is often referred to as industrial or workplace democracy (Davis & Lansbury, 2012). It can thus be deduced that the term “democracy” refers to a situation in which a person or a group of people have the right to participate in making decisions, which may affect them individually or as a group. They can either do it directly or indirectly through their representatives. What then is industrial democracy? Industrial democracy is the extent to which employees or their representatives influence the outcome of organisational decisions (Nel, Swanepoel, Kirsten, Eramus, & Tsabadi, 2015).

From the above definition, one can rightly state that industrial democracy is a situation in which management and employees or their representatives jointly participate in the decision making process in order to jointly regulate the workplace and its management. What is employee participation in decision making? Employee participation in decision making is defined as the process in which more than one party influence each other in making certain plans and policies (Shelley, 2010). According to Nel, Swanepoel, Kirsten, Eramus, and Tsabadi (2015) employee participation refers to the influence in decision making carried out through a process of interaction between staff and management, and based on information sharing. In the same vein, Rivera-Batiz and Rivera-Batiz (2012) state that “participation includes the involvement of people in the process through which decisions are reached... in corporate and workplace decision making”. Another definition by Oosthuizen (2009) defines employee participation as a management style that actively seeks employee’s inputs; allowing employees to contribute to the resolution of work related issues. According to Lessing, Schepers and Valoyi (2012), there are four main decision areas in which employees desire to participate. These include: decisions about their work life; decisions about their working conditions; decisions about human resources; and decisions about corporate policy and planning. Participation of employees in decision making is promoted for different reasons. Some participatory arrangements are initiated mainly in order to improve productivity (Bjorne & Torunn, 2013).

Employee dissatisfaction is sometimes attributed to employees not being involved in decision making which leads to lack of motivation on the part of the staff in the implementation of management decisions (Lessing, Schepes, & Valoyi, 2012). In relation to this view several works have been conducted to argue for or against employees' involvement in decision making process in the organisations. A study by Albrook (2009) favoured staff involvement in decision making and he stated that it could be a manipulated technique that gets employees to do what has been decided by deluding them into thinking they have a say in decision making process when in actual fact they are only informed in what has already been decided. This has been supported by a study conducted on active orientation towards involvement in decision making by Brown and Cregan (2011) the study established that human resource practitioners are concerned about organizational change cynicism should encourage line managers to adopt a participatory style of management especially in organizations where employees are likely to embrace opportunities for involvement. The importance of staff involvement has echoed by Noah (2014) who indicated that employee involvement in decision making serves to create a sense of belonging among employees as well as a congenial environment in which management and employees voluntary contribute to healthy industrial relations. Staff must be involved if they are to understand the need for creativity and if they are to be committed to changing the behaviour at work in improved ways (Judeh, 2011).

Airline "A" is the national flag carrier of Kenya and one of the leading airlines in Africa. The history of Airline "A" can be traced back to 1946 with the formation of East African Airways Corporation which collapse in 1977 with East African Community. In 1977 January twenty second Airline "A" was wholly owned by the government of Kenya with its hub at Jomo Kenyatta international airport, the airline operates over 52 destinations worldwide and its ranked third largest airline in Sub-Saharan Africa with both passenger and cargo aircraft. Airline "A" is among the top three fastest growing aviation's market worldwide with annual passenger growth averaging five percent per annum (Annual Report, 2017).

#### *Statement of the Problem*

Airline "A" has been battling with increased conflict leadership styles at work place that has been emanating from new business strategic options aimed at reorganizing its competitive advantage. Ingenuities related to reduction of labour cost, reviewing and renegotiating third party agreement and employing expatriates pilots have been met with stiff resistance from unions and workers.

Air flight sections has witnessed go slows where the union representing pilots opposed the hiring expatriates pilots, technical department where engineers opposed job evaluation and in ground services there is continued wrangles over changing shift patterns, these are some of the issues that affect performance in a negative manner at Airline "A". Robbins

and Judge (2012) found out that most supervisors spent more than twenty five percent of their time on conflict leadership styles and conflict leadership styles management while managers spend more than eighteen percent of the time on relational performance which has double since 2014 this is due to work place demands, modernization and the growing complexity in organizations. From the researcher's observation, none of these local studies have investigated the effects of employee factors in management decision making in a Kenyan perspectives, the research aim to fill this gap by investigating effects of organisation structure and leadership styles in management decision making at Airline "A" Ltd

Thus need for this study to empirically identify and analyse the effects organisation structure and leadership style management decision making at Airline "A" Ltd

#### *Research Objective*

The general objective of the study was to establish the effect organization structure and leadership style in decision making at Airline "A" Ltd

The specific objectives were

- i. To determine how organization structure affects employee in management decision making at Airline "A" Ltd.
- ii. To establish how leadership styles affects employee in management decision making at Airline "A" Ltd.

#### *Research Questions*

- i. In what ways does organization structure affects employee in management decision making at Airline "A" Ltd?
- ii. To what extent does leadership styles affects employee in management decision making at Airline "A" Ltd?

#### *Theoretical Literature Review*

This research was underpinned by the following theories: The Contingency Planning theory and Empowerment Theory

#### *Contingency Planning Theory*

Contingency planning also referred to as business continuity planning, is theory that is well associated with risk management, the basis of this theory is that since all business risk cannot be fully eliminated in practice. Despite firm's efforts to mitigate, avoid and prevent risk incidents will still definitely occur (Hinson, 2008). With reference to this study contingency theory can be used to mean controls, plans, process and the totality of activities, it's the act of preparing for major catastrophe and occurrences, articulating malleable strategies and rationalizing appropriate assets that will come into play in the event. In this study contingency planning theory involves the formulating the unforeseen and the unidentified. The basic purpose of contingency planning theory is to minimize the adverse consequences of catastrophe and occurrences (James, 2013). Contingency Planning Theory

was adopted in this study because it describes and explains the relationship between organization performance, organization structure and management decision making of employees.

### *Empowerment Theory*

Empowerment theory rose from employee involvement initiatives of the 1980s and 1990s. It came as management's response to the increasing competitive business environment. Specifically it has originated due to the realization that outmoded classified knowledge and control organization to meet demands for flexibility and quality (Hill & Huq, 2014). According to Spreitzer (2009) empowerment has emerged as a construct deemed critical to organizational effectiveness and innovativeness, as such as empowerment initiatives show target towards changing the role of managers. The main presumption of this theory is that staffs perform better than less empowered (Thomas & Velthouse, 2010). Studies in human resource literature employees feeling of being empowered could be attributed to increased autonomy, participation in decision making and access to information and according to Smithson and Psoinos (2007) employee empowerment is a slippery subject in both practice and theory. However, empowerment theory has been accepted by researchers as a sound basis for which to develop theory in the field of human resource management. The theory depleadership styles the relationship between employee empowerment and performance. Fox (2008) argues that proponents of empowerment theory have maintained employee empowerment exists when organizations implement practices that share knowledge, distribute power and rewards in the organization (Fox, 2008).

Wilkinson (2008) has pointed out that most of the writers in the field of empowerment theory have stated that empowerment leads to improved performance by the workforce. However, Spreitzer and Doneson (2015) questioned the relevance of some of empowerment programs put forward. The authors posited that empowerment is a power game, for employees are accustomed to follow orders rather than participate in management and they fear that increased levels of responsibility and accountability will expose their unpreparedness. Others Gore (2007) and Tryona (2004) have viewed empowerment as a hollow buzz word by practitioners and academicians. Empowerment can lead to decreased efficiency. Accordingly, attempts at employee empowerment can also be counterproductive. This could be due to actually creating greater controls over employees on one hand and on the other trying to empower them. We can therefore conclude that despite the gains in empowerment, there is still need to look at empowerment further. The study adopted the theory to show the influence of leadership styles, organization culture, organization performance and management decision making of employees.

### *Empirical Literature Review*

#### *1. Effect of Organization Structure and Decision Making*

The anatomy of any organization is considered as the organizational structure that provides the foundations which the company functions (Ansoff & McDonell, 2010). The organizational structure of the organization is considered to affect the behaviour of employees in all aspects that include decision making process and the structure is a major determinant of the activities of employees in any given organization (Hall, 2007). According to Miles and Snow (2014) the alignment mechanism is strategy, with structure being the firm's functional activities. Ghosal (2016) postulates, that the outmoded assessment of organizational structure describes structure as model in which a firm operates as work group and the authority relationship that interlinks the employees of the organization. According to Ansoff and McDonald's (2010) proposition, further supported by Ranson (2014) and Ogollah, (2012), organizational structure and processes should fit or match its environment in order for a company to attain desired performance.

A vast majority of scholars including Ghosal (2016), Ansoff and McDonald, (2010) and Busienei, (2013), thus aver that firms with good fit perform better than those without good fit. Structure is typically described on different aspects. Yet according to Alvesson and Wilmot (2002), structure is the patterned regularities and processes of interaction in an organization for evaluation and control. In tandem with theory on bureaucracies by Max Weber structure is defined as a formal dimension frame work that is determined by leadership tasks and rules; precise and impersonal and authority relations (Hall, 2013). Child, (2012) and as further echoed by Busienei, (2013), underscored the hierarchical dimensions of structure typologically, as complexity, formalization and centralization.

Many scholars including Ghosal et al, (2014), Mabey (2012) Keith (2009) and Busenei (2013) describe centralization as a rigid hierarchical structural orientation where power and authority are concentrated at the upper stratum of the organization. Ghosal, (2014) describes organizational structure by differentiating between organizations on dimension of centralization or decentralization depending on relationship with corporate head office. Organic model on the other hand, enjoys considerable autonomy and has a high degree of discriminability in some decision making (Barney, 2007). Various structures include; machine bureaucracy characterized by centralization, control and formal hierarchy, layered, divisional, strategic business units, de-structured forms, team structures (Mabey, 2012). According to Mabey (2012), an organization can achieve optimal performance, when its structure matches the changes in its environment. Studies by Geeraets (2004) used specialization to define how tasks are distributed among employees and distinguished specialization and differentiation sometimes referred to

departmentalization which entails complexity of organizational structure.

Thus, it is expected that members in an organization of this type of structure find it difficult to agree on goals their decision making process tend to be interactive and political which may hinder firm performance. Chandler (2012) posits that formalization defines roles succinctly and unequivocally, but conversely, it might impede proactive behavior, creativity and innovation, thereby discouraging pursuit of opportunities which might negatively impact performance. According to Hall (2007) centralization refers to the extent to which the decision making and evaluation of activities is centralized. To a certain extent, centralization is suitable for coordination of decision making and instilling cognitive capacity in an organization (Mintzberg, 2004). They are formalized structures to reduce variability and ambiguity. However decision making becomes difficult for very large centralized descriptive organizations (Hall, 2013; Kidombo, 2007; Ogolla, 2012; Busienei, 2013). According to Ansoff and Sullivan (2013) the profitability of a firm is optimized when its strategic behaviour is aligned with its environment. Miller and Friesen (2006) posited that specialization and formalization are essential in decision making as regards assigning roles and regulations.

## 2. *Effects of Leadership Styles and Decision Making*

Leadership has been researched on over the years and there is no clear definition of leadership that has been universally accepted. There are many definitions of leadership by various scholars such as Talat (2015) asserts that leadership is a wide spread process which calls for delegation of power, authority and responsibility that direct, persuade and guide followers towards achieving organizational and personal goals. Therefore leadership styles covers each and every aspect that deal with both internal and external aspects of an organization such as guiding and helping the workforce to accomplish and achieve their tasks by acting or being a role model, dealing and handling conflict among other issues (Daft, 2007).

Kumar (2014) defines leadership as a process by which an individual influences others to accomplish objectives and directs firm in a way that makes it more coherent and cohesive. This can be achieved through leadership attributes such as ethics, values, skills, character, knowledge and beliefs. According to Kumar (2014) leadership is an integral part of sharing resources, vision and value to induce change in a positive way, it's the ability to build up zeal and confidence among the followers. Memon (2014) defines leadership as process by which an individual influences the thoughts, attitudes and behaviors of others by taking responsibility for setting direction for the firm, others to see and visualize what lies ahead and figure out how to archive it. Every leader has a different behaviour of leading his flock and this is known as leadership style and according to Cuadrado (2007) leadership style is made up of a set of patterns. According to Memon (2014) leadership style as a way of providing motivation,

direction and implementing plans. Management styles are viewed as approaches that a particular leader uses to lead and manage organizations and leaders that use a combination of styles are more effective because there is no one best style of leadership.

One of the critical functions of leadership in an organization is to facilitate the attainment of organizational strategy and goals by eliciting desirable behavior from the employees. Leader behavior can lead to success or failure of an organization. An organization depends on the leaders at various hierarchical levels to initiate action programs for achievement of organizational these goals (Dhladhla 2011). Leadership has been defined as the process where one influences another who is referred to as a "follower" (Yukl, 2014). The follower gets inspired to achieve the target, the group is maintained in cooperation and the planned mission is achieved (Yukl, 2014). Avolio (2004) contend that leader behavior has direct influence on job satisfaction, psychological empowerment, and organization commitment. Leadership is a critical factor in the success or failure of an organization. Leadership is the core and spirit of the organization behavior at work which in turn affects performance of the Zhou (2008) postulates that leaders are not only in charge of the organization but also of the people; as such the relationship between leaders and their followers influences employees' attitude towards the organization.

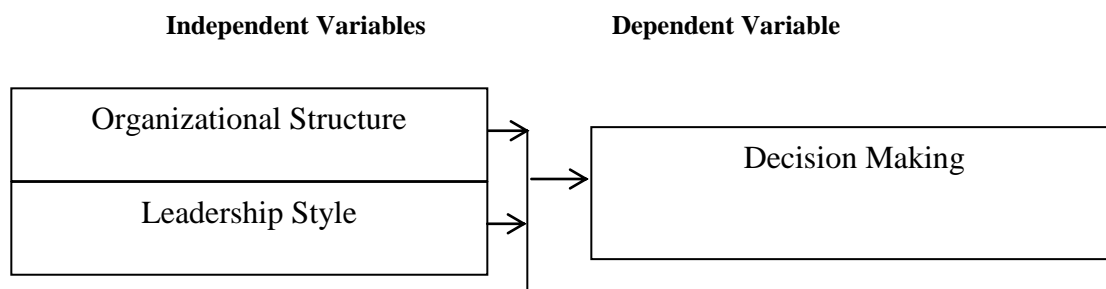
Scholars Bass, (2010) and Yukl (2014) argue that leadership theories can be classified into those that focus on the leaders' traits that is, trait oriented theories and those that focus on the leaders' behavior, that is, behavioral theories. Most studies have focused on the behavioral theories. Some of the most common and highly researched theories include transactional and transformational type of leadership their effects on organization performance, employee attitudes, empowerment and change in organizations. The study adopted transactional and transformation leadership styles. According to House (2013) leadership ability to lead is contingent upon various situational factors that include the leaders preferred style. The contingency theory of leadership supports freedom of leadership in leading organization. The laissez faire style have been tested and found to be reliable and valid in explaining how effective leadership can be achieved, the style stress on the importance of focusing in the inter personal relations between various situations, employees and leaders style. According to Kumar (2014) laissez faire style maximum freedom is allowed to subordinates, it gives leaders free hand in deciding their own policy and the independence of decision making. Kerns (2008) discussed the relationship of values to organization leadership and he supports the laissez faire style in bridging the gap between employee and employer and his concern was solely on the fact that laissez faire would create a positive environment though which employer and employees feel like a family regardless of their positions.



Autocratic Leadership, these leaders are in experienced with leadership trust upon them in their positions that involves people management (Lessing, Schepes, & Valoyi, 2012). These leaders retain for themselves the decision making rights. This type of leadership is believed to be able to tear down the firm irreparably as employees are allowed to execute strategies and services in a very narrow manner based on subjective opinion of what accomplishment looks like.

According to Michael (2010) there is no shared vision and little motivation beyond pressure. Autocratic leadership eliminates creativity, innovation and commitment and most followers of this kind of leadership style can be described as biding their time waiting for inevitable failure this leadership style produces and the removal of the leader that follows (Wong, 2014).

Figure 1: Conceptual Framework



II. RESEARCH METHODOLOGY

Research design

Orodho (2009) defines research design as general layout that is used to answer research questions. The research problem was conducted using a descriptive research design that is cross sectional in nature. The study describes and defines the subject matter by profiling issues under study (Cooper & Schindler, 2008). According to Kombo and Tromp (2009) a research design that is descriptive is appropriate for studies that have specific issues where problems have been defined.

The descriptive research design enables description and observation of a subject without influencing it; it is used for obtain better understanding of the subject under the study. Descriptive research design are limited in geographic scope hence tend to be logically simpler and easy to conduct besides providing the basis upon which other research can be carried out ( Mugenda & Mugenda, 2003). The researcher adopted this method in obtaining the most relevant, recent and in-depth information on the study topic. This will also help the researcher to critically analyse the problem in question with a view of drawing more specific and detailed information that is useful to the research study and most often than not it is used as a precursor to statistical research that provide valuable pointers as to which study variables are test worthy quantitatively (Cooper & Schindler, 2008).

Target population

According to Kombo and Tromp (2009) target populations are units that have observable characteristics that the study uses to generalize the finding. Borg and Grall (2009) described target population as common set of study units which the researcher wishes to generalize results. The study target population will be 1750 composed of employees of Airline “A” in all levels

of employment that will include senior level managers, middle level managers and non-management staff. These are the people that are involved in decision making process in the organization. The target population of the study are tabulated in table 1

Table 1: Table showing target population

Category	Target Population	Percentage
Senior Manager	100	6
Middle Level Managers	350	20
Non-Management Staff	1300	74
<b>Total</b>	<b>1750</b>	<b>100</b>

Sample and Sampling Technique

A sample is defined as subject of a population that has been selected to reflect or represent characteristics of a population (Kothari, 2004). A stratified proportion sampling is employed to obtain a suitable unit representative of analysis. This is because of the heterogeneity of the population and respondents all had equal opportunity of participation. (Kothari, 2004) argues that a stratified proportional sample increases a samples statistical efficiency and provides adequate data for analysing the various populations. This method was cost effective, fast track data collection, and access to the unit of analysis and elements of the study.

According to Kombo and Tromp (2009) indicated that a sample size of 10% or 20% of the target population selected using stratified sampling is adequate to generalize the study findings. In this context, the researcher used the minimum which is 10% because of limited resources. Kothari (2004) observed that sample drawn randomly is unbiased in a way that no number of populations has any chance of being

selected more than the other. The sample size of the study are tabulated in table 2

Table 2: Table showing Sample size

Category	Target Population	Sample Size	Percentage
Senior Level Managers	100	10	6
Middle Level Managers	350	35	20
Non-Management Staff	1300	130	74
<b>Total</b>	<b>1750</b>	<b>175</b>	<b>100</b>

### *Instruments*

The researcher used questionnaires as the main data collection instrument. Kombo and Tromp (2009) describe questionnaires as a list of standard questions prepared to fit certain inquiry. A questionnaire is an instrument of research that contains questions on the variables of the study (Kothari, 2004). The researcher used questionnaires which are more efficient and economical tool for descriptive research for the sample size that is chosen. According to Orodho (2005) questionnaires measures likelihood of straight, blunt and even answers. Questionnaires were adopted because they are superior to interviews because of social communication operates strongly in face to face situation that may hinder an individual from expressing what they feel. The researcher used likert-type format of questionnaires and were further be divided into two sections, section A captured demographic information while section B was organized according to research questions and objectives.

### *Pilot study*

The aim of a pilot study is to establishing the validity and reliability of instruments of research (Cooper & Schindler, 2008). The researcher adopted content validity to measure the degree to which data was collected using questionnaires representing each variable. The pilot testing was conducted using the questionnaire on 10 respondents from the target population on the ground. The pilot group was done through random sampling. According to Cooper and Schindler (2008), a pilot study should be ten percent of the main study.

The pilot study in the study was designed to test logistics and the process of collecting data prior to the final study (Kombo & Tromp, 2009). Its main aim is also to improve the efficiency and quality of research process while at the same time it discloses shortages outline in study design that is proposed to be used in the study.

#### *a. Validity*

To ensure validity of data collecting instruments the researcher ensured that the questionnaires are thoroughly checked for validity and assessed the relevance of the questions and content of the study. The researcher used both content and faces visibility to ascertain validity of the questionnaire. Kombo and Tromp (2009) describe validity as

the correctness, capacity of interpretations founded on study finding. The research conducted the pilot study to validate the study questionnaire. Content validity draws an extrapolation from assessment scores to large domain of similar to those on the test. Gillham (2008) explains that understanding and expertise protected by items tested in large area dynamics. This is important in finding out any deficiencies in the questionnaire and rectifying them before the actual questionnaire are issued out.

#### *b. Reliability test*

Reliability of the questionnaire were tested through a pilot study in which the questionnaires are pre-tested to a sample group similar to the actual sample. According to Orodho (2005) a reliability test of research instruments is one that consistently produces the expected results. Kothari (2004) points out that instrument reliability refer to the level of internal consistency or the stability of the measuring devices. According to Cooper and Schindler (2008) a questionnaire has the same expectation-that is reliably does what it is designed to do every time is used. This is important in finding out any deficiencies in the questionnaire and rectifying them before the actual questionnaire are issued out.

### *Data collection procedure*

According to Kombo and Tromp (2009) Data collection is important in the research process because it allows dissemination of accurate information. The researcher used questionnaires to collect data especially primary data as outlined by Kothari (2004). A questionnaire is an instrument of research that contains questions on the variables of the study. The researcher used questionnaires which are more efficient and economical tool for descriptive research for the sample size that is chosen. This way it was easier to identify the level by which the respondent agreed or disagreed (Kothari, 2004). The study used secondary data for literature review; these materials used included books, journals, reports, and magazine. The researcher will collect primary data for this study report and use secondary data for literature review.

The researcher informed the respondents that the instrument being administered is for research purposes and all the responses were treated as confidential. The researcher obtained an introduction letter from the dean school of management and leadership in order to collect data from the participating institutions and was personally deliver the questionnaires to the respondents and will collected them after few days.

### *Data Analysis and Presentation*

The data was analysed with the aid of descriptive statistics. The data analysis tools were SPSS and the use of inferential statistics and simple tabulations and presentations of the report using spread sheets. Graphs, charts and tables was used for presenting data that was coded first and organised according to study variables from which generalizations was

made. This study will also use inferential statistics to show the relationship that exists between the study variables. This will include correlations and regression analysis.

#### *Ethical Consideration*

The research was guided by the following ethics during the period of the study; Research authorization permit was obtained from the participating institutions, the researcher will strive for honesty in all communications. The respondents were respected and the researcher ensured questions were answered as per expectations of the research, interjecting questions, intelligibly. The researcher will pick respondents without any discrimination.

##### *a. Informed consent*

Research authorization permit was obtained from the participating institutions and participants were asked to sign the consent forms in order to contribute in the research.

##### *b. Voluntary participation*

The researcher will seek consent from the management of Airline "A" Ltd before administering the questionnaires. Participants were asked to consent to participate in the research, for which they are free to participate or not to. The researcher explained to the respondents that the information that they give was used only for the study. The researcher also explained that meaningful data for this study was achieved if they contribute their views about research topic.

##### *c. Confidentiality*

The researcher explained to the respondents that the data that is being gathered in this study was treated in confidence and that the findings are meant for a project of Management University of Africa. The researcher explained to the respondents confidentiality was upheld throughout the study period.

##### *d. Privacy*

The researcher explained to the respondents that the data that is being gathered in this study was treated in confidence and at most privacy that the findings was code and no respondent was identified by name.

##### *e. Anonymity*

The researcher explained to the respondents that the data that is being gathered in this study was treated in confidence and respondents will not be required to write their names. The researcher explained to the respondents' anonymity was upheld throughout the study period. This was achieved through self-administered questionnaires with an anonymous method of return.

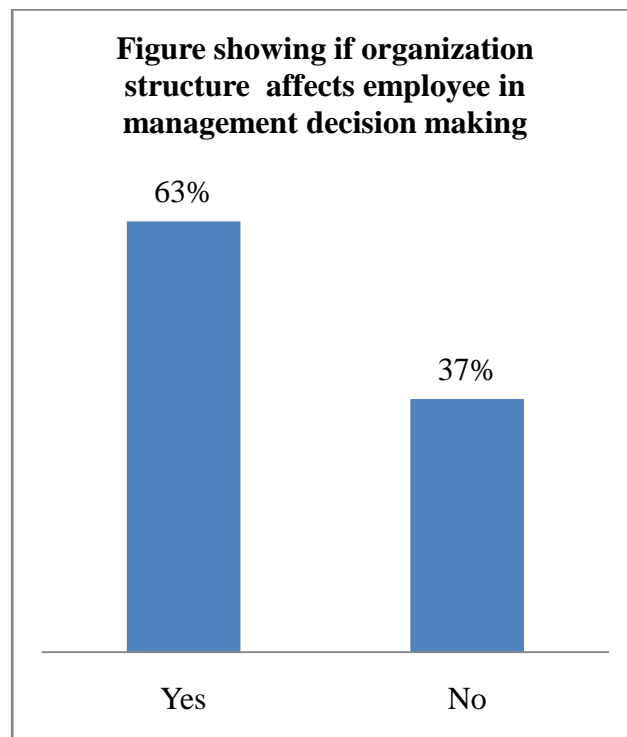
### III. RESEARCH FINDINGS AND DISCUSSION

#### *Organizational Structure*

Table 3: Table showing if organization structure affects employee in management decision making

Category	Frequency	Percentage
Yes	95	63
No	55	37
<b>Total</b>	<b>150</b>	<b>100</b>

Figure 2: Figure showing if organization structure affects employee in management decision making

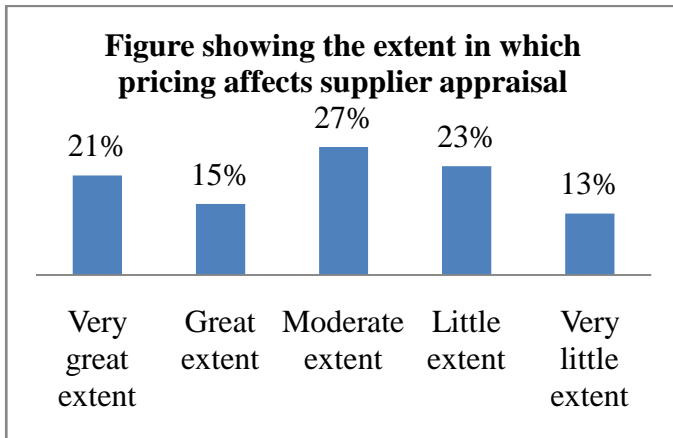


As shown in table 4 and figure 2 respondents were required to indicate if organization structure affects employee in management decision making in the airline industry, 63% agreed while 37% were of a contrary opinion. This can be concluded that organization structure is one of the important factors that help employee in management decision making.

Table 4: Table showing the extent in which organization structure affects employee in management decision making

Category	Frequency	Percentage
Very great extent	32	21%
Great extent	23	15%
Moderate extent	40	27%
Little extent	35	23%
Very little extent	20	13%
<b>Total</b>	<b>150</b>	<b>100</b>

Figure 3: Figure showing the extent in which organization structure affects employee in management decision making

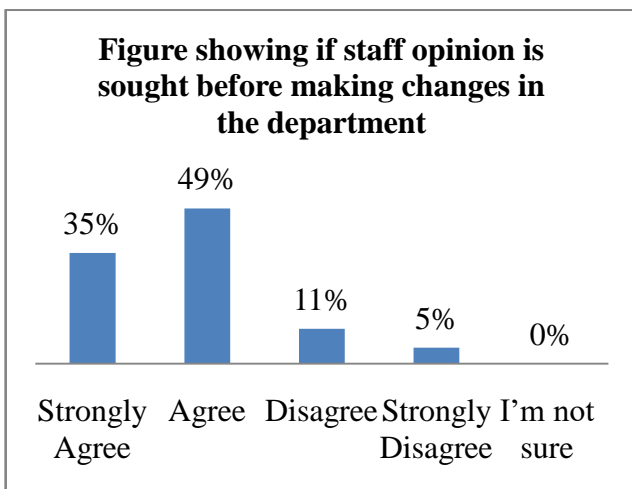


As tabulated in table 4 and shown in figure 3 respondents were asked to what extent does organization structure affects employee in management decision making in the airline industry. 21% indicated very great extent, 15% indicated great extent, 27% indicated moderate extent while 23% indicated very little extent and 13% indicated very little extent. This can be interpreted that organization structure is an important factor in employee in management decision making since the majority responded that it is greatly determines.

Table 5: Table showing if staff opinion is sought before making changes in the department

Category	Frequency	Percentage
Strongly Agree	52	35%
Agree	74	49%
Disagree	17	11%
Strongly Disagree	7	5%
I'm not sure	0	0%
<b>Total</b>	<b>150</b>	<b>100</b>

Figure 4: Figure showing if staff opinion is sought before making changes in the department

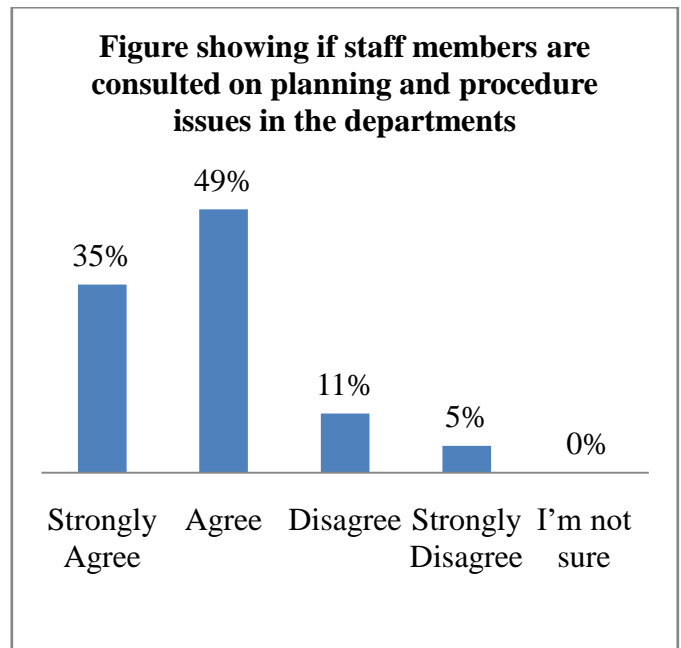


Respondents were asked to indicated if staff opinion is sought before making changes in the department 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree as shown in figure 5 and table 4 this implies that staff opinion is sought before supervisors are allowed to make decisions at departmental level.

Table 6: Table showing if staff members are consulted on planning and procedure issues in the departments

Category	Frequency	Percentage
Strongly Agree	52	35%
Agree	74	49%
Disagree	17	11%
Strongly Disagree	7	5%
I'm not sure	0	0%
<b>Total</b>	<b>150</b>	<b>100</b>

Figure 5: Figure showing if staff members are consulted on planning and procedure issues in the departments



Respondents were asked to indicated if staff members are consulted on planning and procedure issues in the departments 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree as shown in figure 6 and table 7 this implies that staff opinion is sought before supervisors are allowed to make decisions on planning and procedure issues in the departments.

The study findings are supported with various scholars such as Miles and Snow (2014) who established that alignment mechanism is strategy, with structure being the firm's functional activities. Ghosal (2016) postulates, that the outmoded assessment of organizational structure describes structure as model in which a firm operates as work group and



the authority relationship that interlinks the employees of the organization. According to Ansoff and McDonald's (2010) proposition, further supported by Ranson (2014) and Ogollah, (2012), organizational structure and processes should fit or match its environment in order for a company to attain desired performance.

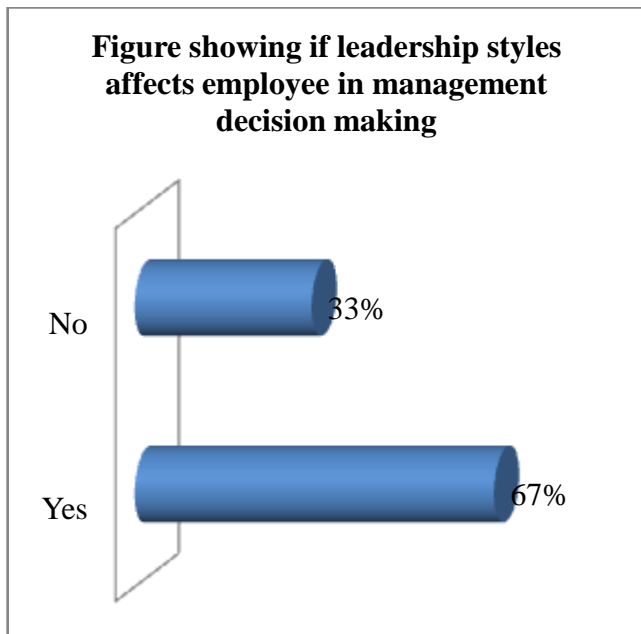
A vast majority of scholars including Ghosal (2016), Ansoff and McDonald, (2010) and Busienei, (2013), thus aver that firms with good fit perform better than those without good fit. Structure is typically described on different aspects. Child, (2012) and as further echoed by Busienei, (2013), underscored the hierarchical dimensions of structure typologically, as complexity, formalization and centralization. Many scholars including Ghosal (2014), Mabey (2012) Keith (2009) and Busenei (2013) describe centralization as a rigid hierarchical structural orientation where power and authority are concentrated at the upper stratum of the organization. Ghosal, (2014) describes organizational structure by differentiating between organizations on dimension of centralization or decentralization depending on relationship with corporate head office. Organic model on the other hand, enjoys considerable autonomy and has a high degree of discriminability in some decision making.

**Leadership Styles**

Table 7: Table showing if leadership styles affects employee in management decision making

Category	Frequency	Percentage
Yes	100	67
No	50	33
<b>Total</b>	<b>150</b>	<b>100</b>

Figure 6: Figure showing if leadership styles affects employee in management decision making

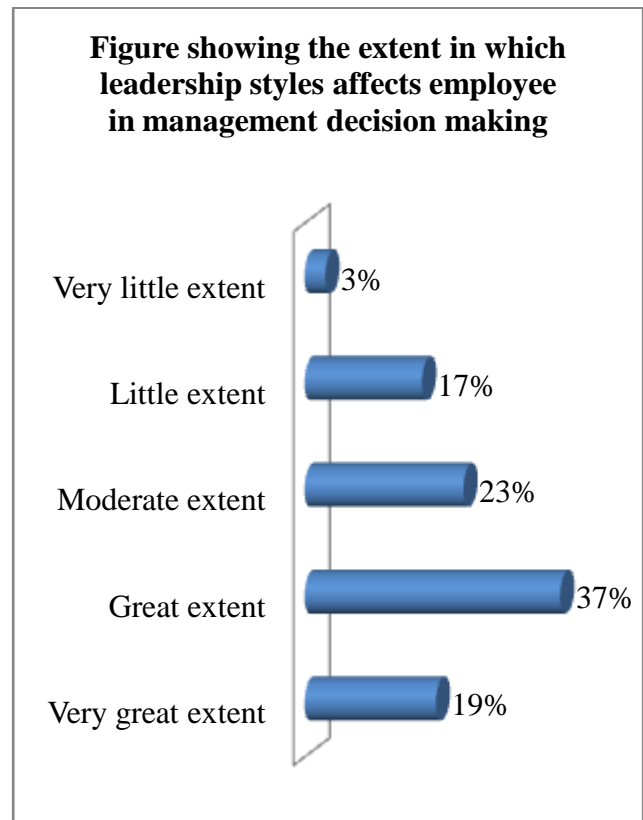


As shown in table 7 and figure 6 respondents were required to indicate leadership styles affects employee in management decision making in the airline industry, 67% of the respondents agreed while 33% disagreed. This can be concluded that leadership styles affects employee in management decision making in the airline industry.

Table 8: Table showing the extent in leadership styles affects employee in management decision making

Category	Frequency	Percentage
Very great extent	29	19%
Great extent	56	37%
Moderate extent	35	23%
Little extent	25	17%
Very little extent	5	3%
<b>Total</b>	<b>150</b>	<b>100</b>

Figure 7: Figure showing the extent in which leadership styles affects employee in management decision making

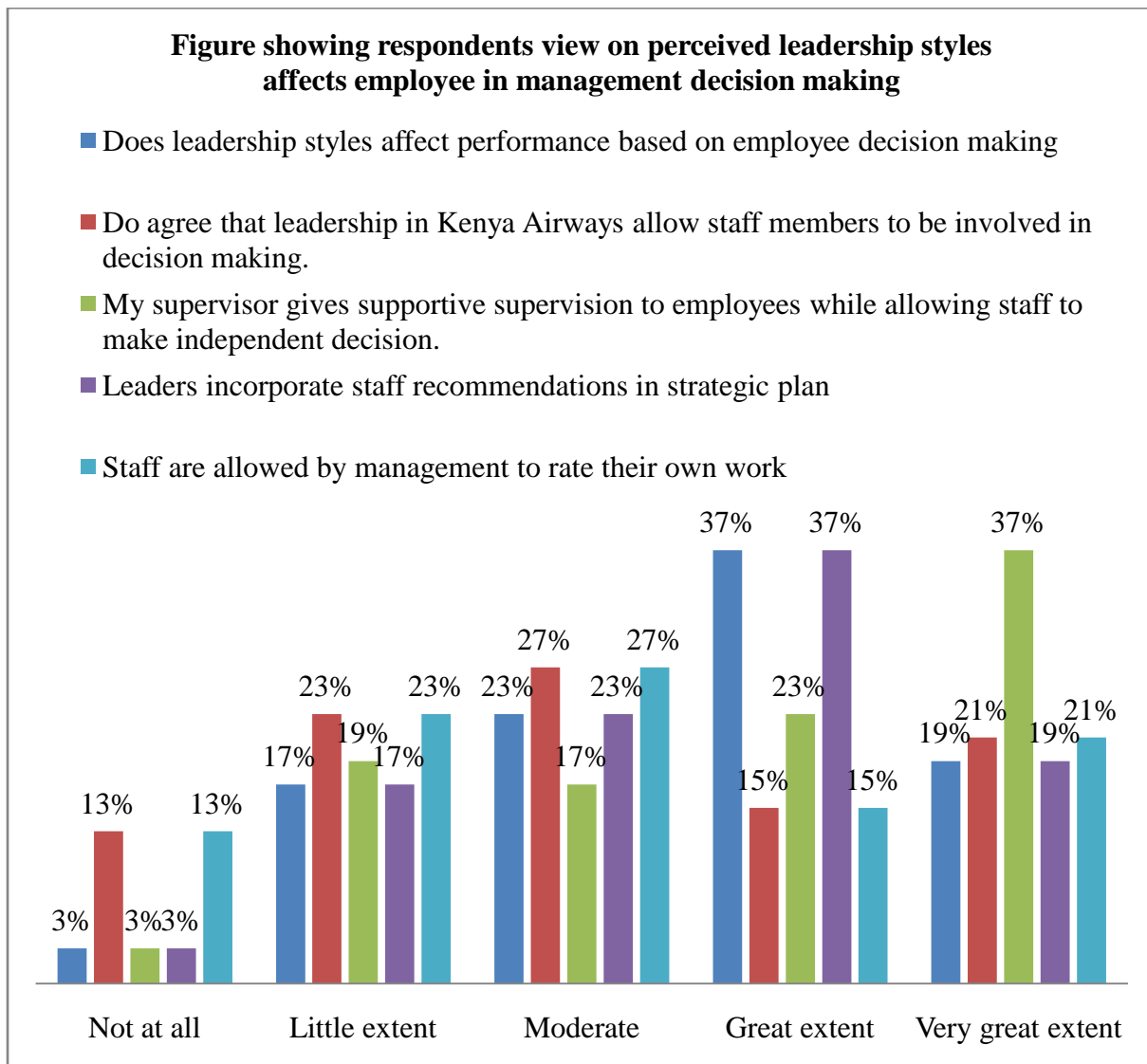


As tabulated in table 8 and shown in figure 7 respondents were asked to what extent does leadership styles affects employee in management decision making in the airline industry. 19% indicated very great extent, 37% indicated great extent and 23% indicated moderate extent while 17% indicated little extent and 3% indicated very little extent. This great response shows that leadership styles have a huge impact on employee in management decision making.

Table 9: Table showing respondents view on perceived leadership styles affects employee in management decision making

	Not at all		Little extent		Moderate		Great extent		Very great extent	
	N	%	N	%	N	%	N	%	N	%
Does leadership styles affect performance based on employee decision making	5	3%	25	17%	35	23%	56	37%	29	19%
Do agree that leadership in Airline “A” allow staff members to be involved in decision making.	20	13%	35	23%	40	27%	23	15%	32	21%
My supervisor gives supportive supervision to employees while allowing staff to make independent decision.	5	3%	29	19%	25	17%	35	23%	56	37%
Leaders incorporate staff recommendations in strategic plan	5	3%	25	17%	35	23%	56	37%	29	19%
Staff are allowed by management to rate their own work	20	13%	35	23%	40	27%	23	15%	32	21%

Figure 8: Figure showing respondents view on perceived leadership styles affects employee in management decision making



As tabulated in table 9 and shown in figure 8 respondents were asked to use the Likert scale to respond to the following questions Where 1 – Not at all, 2- little extent, 3-moderate, 4-great extent, 5-very great extent to give their views on statements related to leadership style in relation to employee in management decision making. The first question asked was if leadership styles affect performance based on employee decision making 19% indicated very great extent, 37% indicated great extent and 23% indicated moderate extent while 17% indicated little extent and 3% not at all. The second view sort was if respondents agreed that leadership in Airline “A” allow staff members to be involved in decision making 21% indicated very great extent, 15% indicated great extent, 27% indicated moderate extent while 23% indicated very little extent and 13% indicated very little extent. Third question asked was if respondent supervisor gives supportive supervision to employees while allowing staff to make independent decision 37% indicated very great extent, 23% indicated great extent and 17% indicated moderate extent while 19% indicated little extent and 3% not at all. The fourth issue asked was if leaders incorporate staff recommendations in strategic plan 19% indicated very great extent, 37% indicated great extent and 23% indicated moderate extent while 17% indicated little extent and 3% not at all and the final issue was if staff are allowed by management to rate their own work 21% indicated very great extent, 15% indicated great extent, 27% indicated moderate extent while 23% indicated very little extent and 13% indicated very little extent.

The study finding on leadership styles are in line with what others studies have already established such as Talat (2015) asserts that leadership is a wide spread process which calls for delegation of power, authority and responsibility that direct, persuade and guide followers towards achieving organizational and personal goals. Therefore leadership styles covers each and every aspect that deal with both internal and external aspects of an organization such as guiding and helping the workforce to accomplish and achieve their tasks by acting or being a role model, dealing and handling conflict among other issues. According to Memon (2014) leadership style as a way of providing motivation, direction and implementing plans. Management styles are viewed as approaches that a particular leader uses to lead and manage organizations and leaders that use a combination of styles are more effective because there is no one best style of leadership. One of the critical functions of leadership in an organization is to facilitate the attainment of organizational strategy and goals by eliciting desirable behavior from the employees. Leader behavior can lead to success or failure of an organization. An organization depends on the leaders at various hierarchical levels to initiate action programs for achievement of organizational these goals. Avolio (2004) contend that leader behavior has direct influence on job satisfaction, psychological empowerment, and organization commitment. Leadership is a critical factor in the success or failure of an organization. Leadership is the core and spirit of the

organization behavior at work which in turn affects performance of the Zhou (2008) postulates that leaders are not only in charge of the organization but also of the people; as such the relationship between leaders and their followers influences employees’ attitude towards the organization.

#### IV. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

##### *Organization structure*

Respondents were required to indicate if organization structure affects employee in management decision making in the airline industry, 63% agreed while 37% disagreed. Respondents were asked to what extent does organization structure affects employee in management decision making in the airline industry 21% indicated very great extent, 15% indicated great extent, 27% indicated moderate extent while 23% indicated very little extent and 13% indicated very little extent. Respondents were asked to indicate if staff opinion is sought before making changes in the department 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree. Respondents were asked to indicate if staff members are consulted on planning and procedure issues in the departments 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree.

The study findings are supported with various scholars such as Miles and Snow (2014) who established that alignment mechanism is strategy, with structure being the firm’s functional activities. Ghosal (2016) postulates, that the outmoded assessment of organizational structure describes structure as model in which a firm operates as work group and the authority relationship that interlinks the employees of the organization. According to Ansoff and McDonald’s (2010) proposition, further supported by Ranson (2014) and Ogollah, (2012), organizational structure and processes should fit or match its environment in order for a company to attain desired performance.

A vast majority of scholars including Ghosal (2016), Ansoff and McDonald, (2010) and Busienei, (2013), thus aver that firms with good fit perform better than those without good fit. Structure is typically described on different aspects. Child, (2012) and as further echoed by Busienei, (2013), underscored the hierarchical dimensions of structure typologically, as complexity, formalization and centralization. Many scholars including Ghosal (2014), Mabey (2012) Keith (2009) and Busenei (2013) describe centralization as a rigid hierarchical structural orientation where power and authority are concentrated at the upper stratum of the organization. Ghosal, (2014) describes organizational structure by differentiating between organizations on dimension of centralization or decentralization depending on relationship with corporate head office. Organic model on the other hand, enjoys considerable autonomy and has a high degree of discriminability in some decision making.

### *Leadership Styles*

Respondents were required to indicate leadership styles affects employee in management decision making in the airline industry, 67% of the respondents agreed while 33% disagreed. Respondents were asked to what extent does leadership styles affects employee in management decision making in the airline industry. 19% indicated very great extent, 37% indicated great extent and 23% indicated moderate extent while 17% indicated little extent and 3% indicated very little extent.

Respondents were asked to use the Likert scale to respond to the following questions on statements related to leadership style in relation to employee in management decision making. The first question asked was if leadership styles affect performance based on employee decision making 19% indicated very great extent, 37% indicated great extent and 23% indicated moderate extent while 17% indicated little extent and 3% not at all. The second view sort was if respondents agreed that leadership in Airline "A" allow staff members to be involved in decision making 21% indicated very great extent, 15% indicated great extent, 27% indicated moderate extent while 23% indicated very little extent and 13% indicated very little extent. Third question asked was if respondent supervisor gives supportive supervision to employees while allowing staff to make independent decision 37% indicated very great extent, 23% indicated great extent and 17% indicated moderate extent while 19% indicated little extent and 3% not at all. The fourth issue asked was if leaders incorporate staff recommendations in strategic plan 19% indicated very great extent, 37% indicated great extent and 23% indicated moderate extent while 17% indicated little extent and 3% not at all and the final issue was if staff are allowed by management to rate their own work 21% indicated very great extent, 15% indicated great extent, 27% indicated moderate extent while 23% indicated very little extent and 13% indicated very little extent.

The study finding on leadership styles are in line with what others studies have already established such as Talat (2015) asserts that leadership is a wide spread process which calls for delegation of power, authority and responsibility that direct, persuade and guide followers towards achieving organizational and personal goals. Therefore leadership styles covers each and every aspect that deal with both internal and external aspects of an organization such as guiding and helping the workforce to accomplish and achieve their tasks by acting or being a role model, dealing and handling conflict among other issues. According to Memon (2014) leadership style as a way of providing motivation, direction and implementing plans. Management styles are viewed as approaches that a particular leader uses to lead and manage organizations and leaders that use a combination of styles are more effective because there is no one best style of leadership. One of the critical functions of leadership in an organization is to facilitate the attainment of organizational strategy and goals by eliciting desirable behavior from the employees. Leader

behavior can lead to success or failure of an organization. An organization depends on the leaders at various hierarchical levels to initiate action programs for achievement of organizational these goals. Avolio (2004) contend that leader behavior has direct influence on job satisfaction, psychological empowerment, and organization commitment. Leadership is a critical factor in the success or failure of an organization. Leadership is the core and spirit of the organization behavior at work which in turn affects performance of the Zhou (2008) postulates that leaders are not only in charge of the organization but also of the people; as such the relationship between leaders and their followers influences employees' attitude towards the organization.

### *Recommendations*

The study suggest the following recommendations for improvement, Airline "A" Management should play manifest part in influencing organizational culture that is aligned to organization structure and strategy. Management of Airline "A" should have a clear picture of the company's organizational culture. Management of Airline "A" should focus more on adhering to organization mission by ensuring that employees are conversant with mission and visions of the organization. Senior administration must toil on ethical practices in the organization that are likely to promote higher performance culture. Management of Airline "A" should invest in regular staff training and development in order to improve and develop human capability. Management of Airline "A" should involve employees in decision making this makes the employee identify themselves with the organization.

Human resource department at Airline "A" should come up with good human resource policies to increase staff involvement in decision making and job performance. This can be achieved by paying particular attention by involving the HR Consultants through encouraging more training, use of job manuals and continuous new hire orientation in all stages as they facilitate the job performance. Training and development is a useful tool for employees to perform their jobs, if training and development programmes are periodically arranged employees skills are regularly improved hence better performance, Airline "A" management should know that Training and development of individual staff enhances satisfaction as well as performance.

Information must be communicated in such a way that all employees no matter the level is made aware of what is going on in the organization at any particular point in time. This can be achieved by holding regular meetings at the departmental level to discuss issues and create opportunity for employees to voice their views and make suggestions on how to make their work efficient and effective. Also management should create an atmosphere where employees would be educated on what employee involvement is about, the forms and the benefits of practicing employee involvement in the organization. This will help ensure a conducive atmosphere between



management and employees in undertaking effective and efficient decisions that will enhance organizational performance.

Working environment impacts on job performance and Airline "A" Management should create work effectiveness by creating conducive and comfortable working environment for ease of staff to perform their duties in an effective and efficient manner. The HR and Administration department should ensure that staff work station is designed in such a way that it doesn't affect employee productivity. Better working conditions are enhanced in a presence of elegant work environment and increases employee satisfaction level. So in order to increase the satisfaction of employee's performance Airline "A" management should ensure and provide flexible, adjustable and appropriate workstations and carry periodical checks on facilities that staff use.

### Conclusion

The conclusion drawn from the study findings were that employee involvement is been practiced in the case study organization and has a significant effect on both the employee and the organization. The study established that organization culture influences the way employee in management make decisions. Staffs significantly participate in deciding in what happens in their work stations; organization structure is one of the important factors that help employee in management decision making as well as organizational leadership and also organization performance. From the findings about the reasons of low employee involvement, it can be concluded that employee involvement has not been understood clearly by management and most of the employees for that matter fail to appreciate its existence and benefits to the organization.

The employee involvement in decision making as per the literature review and study findings maybe lower when staff abilities, knowledge, skills, among other that are certain and required in decision making process. When employees lack these essential qualities like the above mentioned, involving them would delay and prejudice the decision made. In addition to the above, it can be concluded that if employees are rewarded, if involvement starts at the departmental level, if democratic style of leadership is ensured and if management involves employees as integral part of decision making process then there would be effectiveness and efficiency in decision making process. It can also be concluded that, it is not always the case that low employee involvement will lead to negative actions such as employee turnover, absenteeism and decrease in output. The findings of the study suggest that, there is no stronger relationship between employee involvement and decision making; therefore much could be than in the future to assess how it affects specific outcomes.

### REFERENCES

- [1]. Abbasi, M. M., Khan, M., & Rashi, K. (2011). Employee empowerment, service quality and customer satisfaction in banks. *Journal of Bank Management volume 10 issue 4*, 236 - 249.

- [2]. Annual Report. (2017). *Airline "A" Limited Annual Report & Financial Statements 2016*. Nairobi: Airline "A" Limited.
- [3]. Bellou. (2010). Organizational culture as a predleadership styles or of job satisfaction: the role of gender and age. *Career development international, vol 15 no 1*, 1 - 19.
- [4]. Berson, Y., Oreg, S., & Dvir, T. (2008). CEO values, organizational culture and organizations outcomes. *Journal of organization behaviour volume 29*, 615 - 633.
- [5]. Bjorne, G., & Torunn, K. (2013). Production puzzles: should employee participation be an issue. *Journal of political economy volume 32*, 139- 167.
- [6]. Blakemore, N. (2008). *Organizational development*. Connecticut : Arrow Publisher .
- [7]. Borg, W., & Gall, M. D. (2009). *Research in Education : An Introduction*. London: Longman.
- [8]. Chen, K. P. (2011). *A study on the impact of empowerment on employee performance in the automotive industry* . University of Malaysia .
- [9]. Claydon, T., & Doyle, M. (2010). Trusting me, Trusting you? The Ethics of Employee Empowerment. *Personnel review Journal volume 25 issue 6*, 13 - 25.
- [10]. Clutterbuck, D., & Kernaghan, S. (2009). *The power of empowerment* . London : Kogan Page
- [11]. Cooper, D., & Schindle, P. S. (2008). *Business Research Methods* . New Delhi: McGraw Hill.
- [12]. Daft, R. (2007). *Understanding the theory and design of organization* . South western: West Publishing company .
- [13]. Davis, M., & Lansbury, D. (2012). Employee participation . *International labour review volume 131 issue 2*, 231 - 248.
- [14]. Diener, E., & Lucas, R. (2007). *The Happy worker: Hypothesis about the role of positive affects worker productivity*. San Fransico: Wiley publishers .
- [15]. Elnaga, A. A., & Imran, A. (2014). The impact of empowerment on job satisfaction. *American Journal of reserach communication volume 2 issue 1*, 235-242.
- [16]. Fox, J. (2008). *Employee Empowerment: Apprentice model* . Hartford: University of Hartford.
- [17]. Green, C., & Heywood, J. (2007). Does performance pay increase job satisfaction?. *Economica*.
- [18]. Hill, F., & Huq, R. (2014). Employee empowerment : conceptualizations, aims and outcome. *Journal of TQM volume 15 issue 8*, 1025 - 1041.
- [19]. Judeh, M. (2011). An examination of the effects of employee involvement on team work effectiveness. *International journal of business and management volume 6 issue 9*, 202 - 209.
- [20]. Kinicki, A. (2013). *Management: A practical introduction*. London : McGraw Hill.
- [21]. Kombo, D., & Tromp, D. (2009). *Project and Thesis Writing: An introduction* . Nairobi: Pauline Publishers .
- [22]. Kothari, C. R. (2004). *Research Methodology*. New Delhi: New Age International.
- [23]. Krentner, R., & Kinicki, A. (2011). The Role and importance of Motivation in TQM Success. *International Journal of Management and Decision Making volume 4 issue 23*, 272-286 .
- [24]. Lessing, B., Schepes, J., & Valoyi, E. (2012). Participating in decision making . *Journal of industrial psychology volume 26 issue 3*, 32- 38.
- [25]. Locke, E. (2011). The Motivation Sequence, the Motivation Hub and the Motivation Core. *Organisational Behaviour and Human Decision Processes vol. 50* , 288-299.
- [26]. Lucas, R., & Diener, E. (2007). *The happy worker: hypotheses about the role of positive affect in worker productivity*", in Barrick, M.R., Ryan, A.M. (Eds), *Personality and Work*. San Francisco: Wiley Sons Inc.
- [27]. Mugenda, A., & Mugenda, O. (2003). *Research Methods: Quantitative and Qualitative Approaches* . Nairobi: African Centre for Technology Studies.
- [28]. Mullins, P. (2011). *Management and Organization Behaviour*. London : Pearson education .

- [29]. Nel, P. S., Swanepoel, B. J., Kirsten, M., Erasmus, B., & Tsabadi, M. J. (2015). *Employee realtions: theory and Practice* . Pretoria : Schailik Publishers .
- [30]. Orodho, J. (2009). *Techniques of writing research project and reports in Edacation and Social Science*. Nairobi: Molases.
- [31]. Robbins, S. P., & Judge, T. A. (2012). *Organizational Behavior 15th Edition*. New Jersey : Prentice Hall.
- [32]. Sekaran, U. (2009). *Research Methods for Business: A skill bulding Approach*. London : John Wiley and Sons.
- [33]. Shelley, M. (2010). *The Stakeholding theory of corporate governance : can it deliver upon its promise* . London : Center for employment and labour relation law .
- [34]. Thomas, K. V., & Velthouse, B. A. (2010). Cognitive elements of empowerment : An interpretive of intrinsic task motivation . *Academy of Management Review volume 15 issue 4*, 666 - 681.
- [35]. Wong, A. T. (2014). Evaluation of organizational commitment models and their componets in Asia cities. *International Journal of HRM studies volume 14 issue 2*, 562 - 571.