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EFFECTS OF ORGANIZATION CULTURE, ORGANISATION PERFORMANCE IN MANAGEMENT DECISION MAKING: A CASE STUDY OF AIRLINE ‘A’ IN KENYA

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Abstract

The study aim was to establish the effects of organization culture and Organisation performance in management decision making, a case study of Airline ‘A’, with the objectives being to establish how organization culture affects employee in management decision making at Airline ‘A’ and to establish how organisation performance 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 being practiced in the case study organization and has a significant effect on both the employee and the organization. The study established that organization culture is one of the important factors that help employee in management decision making as well as organizational performance. The study suggest the following recommendations for improvement, Airline ‘A’

Management should align organization culture and strategy. Management of Airline “A” should focus more on adhering to organization mission by ensuring that employees are conversant with the mission and vision of the organization.

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

1.1. 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 achieving 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, Erasmus, & 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, whereas employee participation in decision making is the process in which more than one party influence each other in making certain plans and policies (Shelley, 2010). According to Nel, Swanepoel, Kirsten, Erasmus, 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 (Bjerne & 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, and 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 been 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 voluntarily 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).

1.2 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 culture and organisation performance in management decision making at Airline "A" Ltd

Thus need for this study to empirically identify and analyse the effects organisation culture and organisation performance in management decision making at Airline "A" Ltd

1.3 Research Objective

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

The specific objectives were

- i. To establish how organization culture affects employee in management decision making at Airline "A" Ltd.
- ii. To establish how organization performance affects employee in management decision making at Airline "A" Ltd.

1.4 Research Questions

- i. In what ways does organization culture affect employee in management decision making at Airline "A" Ltd?
- ii. To what extent does organisation performance affect employee in management decision making at Airline "A" Ltd?

2.0 Theoretical Literature Review

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

2.1.1 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.

2.1.2 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 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 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 more empowered staff performs 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 (2010) 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. 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. 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.

2.2 Empirical Literature Review

2.2.1 Effect of Organization Culture and Decision Making

Organization culture can influence organization decisions and human resource policies which in turn affects performance. Dimba and K'Obonyo (2007) further reiterated that this collective mental programming shared by an organization forms the basics of that organization. Every organization develops its own culture which is distinct from others. Judeh (2011) argues that culture of a nation permeates all aspects of life within the given state, including the behavior of managers in the organizations. The finding is consistent with Hill & Huq (2014) study which pointed out that a national culture influences attitude, behavior and management style of organizations. Cultural values exert a significant influence on managerial process and employee behavior which in turn affect performance (Judeh, 2011).

Organization culture influences the process of empowerment as it defines the use of power which ultimately affects the empowerment process (Ghosh, 2013). Study done by Shah et al (2012) in Public universities in Pakistan confirmed that strengthened organizational culture increases organization commitment among universities workers. Dimba and K'Obonyo (2007) states that culture influences perception, thought, action and feeling of employees, hence its importance. Organization culture has been noted to be an important factor in empowerment for it is a system of shared meaning held by members that distinguish one organization from the other. Culture creates dominance and coherence in an organization for it permeates the very fabric of the organizational life. Culture influences employee behaviour in the organization. A culture within an organization influences how it operates and the behavior of its members (Handy, 2013).

The culture of every organization has a direct effect on the product it produces or service it provides (Liu M., Liu Na-Ting, Ding & Chieh ; Schein, 2004). In an organization where there is high power distance employees tend view management as being „up there” and them being “down there”. This creates a communication barrier and employees develop dependency attitude. As such this gap should be bridged to

allow members to share and encourage positive values and behavior (Chen, 2011). What organizational leaders should realize is that culture determines key interpersonal tasks such as risk tolerance, and a dedication to quality and innovation which must be managed effectively in an organization (Clutterbuck & Kernaghan, 2009). For example a sense of dedication to service could have direct impact on customer service. In addition a collaborative culture enhances sharing of information and support unlike where hoarding of information is rampant (Ross, 2008). Sharing and access of information leads to participative and empowering culture which creates atmosphere of empowerment. However, in organizations where there is rigid and bureaucratic culture implementation of empowered is faced by myriad of challenges (Blakemore, 2008).

Gordon and DiTomaso (2012) in a follow-up study found the supporting evidence that a strong culture was predileadership styles of short-term company performance. In an attempt to replicate Denison's (2011) study, they also defined cultural strength using the inverse of standard deviations across the scales in their instrument. Sinickas (2006), argues that corporate culture can help drive business results, but it takes a cultural audit to differentiate which elements of the culture can lead to superior performance. Sinickas (2006), conducted employee engagement surveys that are specifically designed to measure the correlation between employee behaviors and attitudes that define an organization's culture and its financial results. The questions are developed in two categories: behavior defining outcomes with financial value and behaviors and attitudes describing inputs that could affect those outcomes (Kinicki, 2013).

Findings of research conducted by Renn and Vandenberg (2009) demonstrate a conceptual linkage between organizational culture and employee decision making. Most organizations assert its performance as a dependent variable which seeks to recognize other independent variables that produce variations in its performance (March & Sutton, 2010). Martin and Siehl (2010) argue that organizational culture is theoretically related to performance and do have positive influence on it. Explaining the variation in performance of effectiveness, Bowen (2009) in his relevant work highlighted that the role of culture is very vital in nurturing, sustaining and enhancing the performance of organizations. In addition to this, Kopelman (2010) clarified that cultural system of any organizations adds to the coordination of assignments and minimizes inefficiency employee efforts and firm's resources.

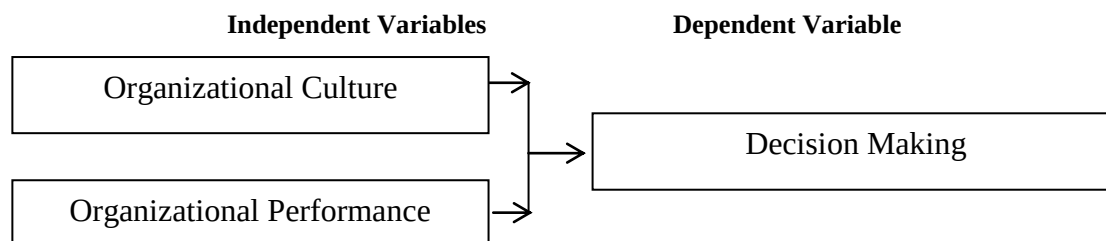
2.2.2 Effects of Organizational Performance and Decision Making

Performance is considered as one of the factors that maintains effective and efficiency in the organization as well as the efforts that make sure organization becomes competitive in the market level (Chen, 2011).

Organizations cannot be formed without existing staff, for that reason managers have to determine the causes that lead to deteriorating of performance. Organizational performance is both affected by external and internal forces (Clutterbuck & Kernaghan, 2009). The internal forces that influence performance include completion, technology and working environment, while the internal forces include ability, motivation levels, skills and knowledge. Therefore its significant to understand internal forces as well as external forces affects performance of employees (Green & Heywood, 2007).

Pinder (2008) efficiency of performance can be determined by natural aptitude or talent or the skills the person has acquire over time and motivation. The reason is a person is motivated to perform certain tasks but he does not have the necessary skills and ability to perform the job, the performance can still be affected because it won't be performed well. Positive staff perception in terms of ability, motivation and conducive working environment is important to enhance and drive interests of employees to accomplish organizational goals (Gray, 2011). Employees with high level of decision making will put more efforts in completing their job hence performance level will increase as well as work progress was enhanced. Amar (2012) productivity levels can be enhanced with motivation and economic wellbeing can be increased as well. In other words if staff are not motivated to perform their duties, their personal satisfaction cannot be achieved and as result performance level was low hence decrease in productivity. Once productivity is reduced the economics of that organization will go down in the market. Kreitner and Kinicki (2011), workers' ability in determining the effectiveness of performance is crucial for the organization, although staff with high motivational level can still perform well if they have sufficient skills or ability required for the task given. In order to be employable and marketable staffs have to make sure that they have the ability to perform better than others in any assignment given to them by their employers. Individual performance can be identified by role perception (Locke, 2011). Employees role perception is crucial in determine staff performance, because each staff has a clear perception on what tasks they are going to accomplish and the can commit and put more efforts in achieving the goals without any doubt (Elnaga & Imran, 2014).

On the other hand if staff have role ambiguity they are unclear of what their actual roles are and they cannot concentrate on their jobs and may lack self-confidence when working due to psychological effect, hence it can affect staff performance level (Daft, 2007). It has been established that several environmental factors influence and affect the performance of employees they include competitors, work place hygiene, organizational policies and working environment among others (Lucas & Diener, 2007)

Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

3.1 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).

3.2 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
Total	1750	100

3.3 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
Total	1750	175	100

3.4 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.

3.5 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.

3.6 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.

3.7 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.

3.8 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.

3.9 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.

3.10.0 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 picked respondents without any discrimination.

3.10.1 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.

3.10.2 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.

3.10.3 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 that confidentiality was upheld throughout the study period.

3.10.4 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.

3.10.5 Anonymity

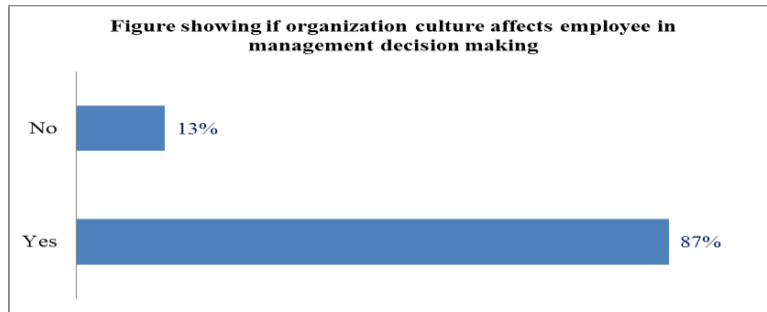
The researcher explained to the respondents that the data that is being gathered in this study was treated in confidence and respondents will not be required to write their names. The researcher explained to the respondents’ anonymity was upheld throughout the study period. This was achieved through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

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Organization Culture

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

Category	Frequency	Percentage
Yes	130	87
No	20	13
Total	150	100

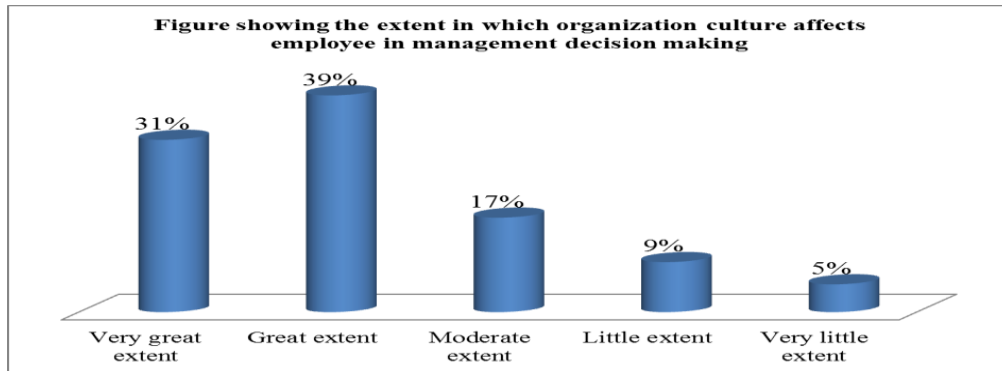
Figure 2: Figure showing if organization culture affects employee in management decision making

As shown in table 3 and figure 2 respondents were required to indicate if organization culture affects employee in management decision making in the airline industry. The responses were as follows 87% agreed that organization culture affects employee in management decision making and 13% disagreed that it doesn't affect. This response can be interpreted to that the organization culture influences the way employee in management make decisions.

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

Category	Frequency	Percentage
Very great extent	46	31%
Great extent	59	39%
Moderate extent	25	17%
Little extent	13	9%
Very little extent	7	5%
Total	150	100

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



As tabulated in table 4 and shown in figure 3 respondents were asked to what extent does organization culture affects employee in management decision making in the airline industry. 31% indicated very great extent, 39% indicated great extent, 17% indicated moderate extent while 9% indicated very little extent and 5% indicated very little extent. This can be interpreted that organization culture plays an important role in employee in management decision making since the majority responded that it is greatly affect.

Table 5: Table showing if the organization has clear career path that allows employees to make decisions at department level

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

Figure 4: Figure showing if the organization has clear career path that allows employees to make decisions at department level

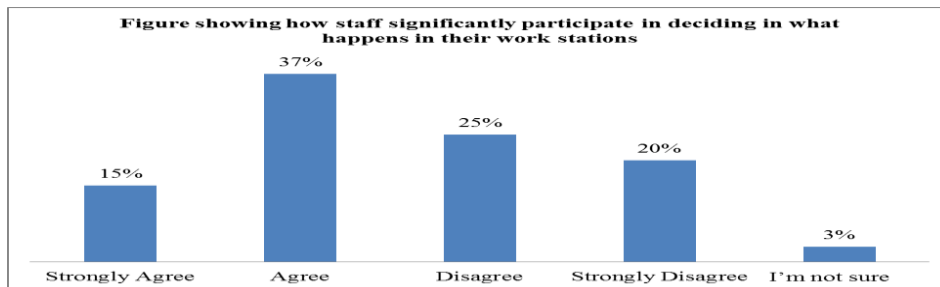


Respondents were asked to indicate if their supervisor provided supportive supervision to individuals while maintaining a harmonious working relationship 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree as shown in figure 4 and table 5 this implies that supervisors are allowed to make decisions at departmental level.

Table 6: Table showing how staff significantly participates in deciding in what happens in their work stations

Category	Frequency	Percentage
Strongly Agree	22	15%
Agree	56	37%
Disagree	37	25%
Strongly Disagree	30	20%
I'm not sure	5	3%
Total	150	100

Figure 5: Figure showing how staff significantly participates in deciding in what happens in their work stations



Respondents were asked to indicate how staff significantly participate in deciding in what happens in their work stations 15% strongly agreed 37% agreed 25% disagreed and 20% strongly disagree while 3% indicated they were not sure as shown in figure 5 and table 6 majority of the respondents agreed that staff significantly participate in deciding in what happens in their work stations.

The study findings are in line with several other studies by different scholars such as Renn and Vandenberg (2009) demonstrate a conceptual linkage between organizational culture and employee decision making.

Martin and Siehl (2010) argue that organizational culture is theoretically related to performance and do have positive influence on it. Explaining the variation in performance of effectiveness, Bowen (2009) in his relevant work highlighted that the role of culture is very vital in nurturing, sustaining and enhancing the performance of organizations. In addition to this, Kopelmal (2010) clarified that cultural system of any organizations adds to the coordination of assignments and minimizes inefficiency employee efforts and firm's resources. Dimba and K'Obonyo (2007) further reiterated that this collective mental programming shared by an organization forms the basics of that organization. Every organization develops their own culture which is distinct from the other. Nyabegera (2010) argues that culture of a nation permeates all aspects of life within the given state, including the behavior of managers in the organizations. The finding is consistent with Hostede's (2008) study which pointed out that a national culture influences attitude, behavior and management style of organizations. Cultural values exert a significant influence on managerial process and employee behavior which in turn affect performance.

4.2 Organization Performance

Table 7: Table showing if organization performance affects employee in management decision making

Category	Frequency	Percentage
Yes	130	87
No	20	13
Total	150	100

Figure 6: Figure showing if organization performance affects employee in management decision making

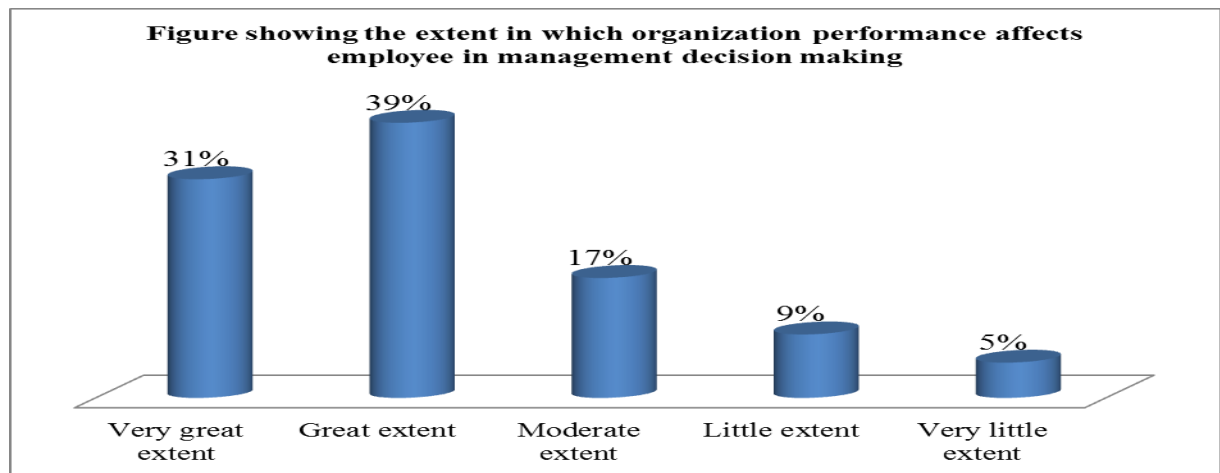


As shown in table 7 and figure 6 respondents were required to indicate if organization culture affects employee in management decision making in the airline industry. The responses were as follows 87% agreed that organization culture affects employee in management decision making and 13% disagreed that it doesn't affect. This response can be interpreted to that the organization performance influences the way employee in management make decisions.

Table 8: Table showing the extent in which organization performance affects employee in management decision making

Category	Frequency	Percentage
Very great extent	46	31%
Great extent	59	39%
Moderate extent	25	17%
Little extent	13	9%
Very little extent	7	5%
Total	150	100

Figure 7: Figure showing the extent in which organization performance affects employee in management decision making



As tabulated in table 9 and shown in figure 8 respondents were asked to what extent does organization performance affects employee in management decision making in the airline industry. 31% indicated very great extent, 39% indicated great extent, 17% indicated moderate extent while 9% indicated very little extent and 5% indicated very little extent. This can be interpreted that organization performance plays an important role in employee in management decision making since the majority responded that it is greatly affect.

The findings are supported by various studies such as Kreitner and Kinicki (2011) workers' ability in determining the effectiveness of performance is crucial for the organization, although staff with high motivational level can still perform well if they have sufficient skills or ability required for the task given. In order to be employable and marketable staffs have to make sure that they have the ability to perform better

than others in any assignment given to them by their employers. Individual performance can be identified by role perception Employees role perception is crucial in determine staff performance, because each staff has a clear perception on what tasks they are going to accomplish and the can commit and put more efforts in achieving the goals without any doubt. Amar (2012) productivity levels can be enhanced with motivation and economic wellbeing can be increased as well. In other words if staff are not motivated to perform their duties, their personal satisfaction cannot be achieved and as result performance level was low hence decrease in productivity.

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Organization Culture

Respondents were required to indicate if organization culture affects employee in management decision making in the airline industry 87% agreed that organization culture affects employee in management decision making and 13% disagreed that it doesn't affect. Respondents were further asked to what extent does organization culture affects employee in management decision making in the airline industry 31% indicated very great extent, 39% indicated great extent, 17% indicated moderate extent while 9% indicated very little extent and 5% indicated very little extent. Respondents were asked to indicate if their supervisor provided supportive supervision to individuals while maintaining a harmonious working relationship 35% strongly agreed 49% agreed 11% disagreed and 5% strongly disagree. Respondents were asked to indicate how staff significantly participates in deciding in what happens in their work stations 15% strongly agreed 37% agreed 25% disagreed and 20% strongly disagree while 3% indicated.

The study findings are in line with several other studies by different scholars such as Renn and Vandenberg (2009) demonstrate a conceptual linkage between organizational culture and employee decision making. Martin and Siehl (2010) argue that organizational culture is theoretically related to performance and do have positive influence on it. Explaining the variation in performance of effectiveness, Bowen (2009) in his relevant work highlighted that the role of culture is very vital in nurturing, sustaining and enhancing the performance of organizations. In addition to this, Kopelmal (2010) clarified that cultural system of any organizations adds to the coordination of assignments and minimizes inefficiency employee efforts and firm's resources. Dimba and K'Obonyo (2007) further reiterated that this collective mental programming shared by an organization forms the basics of that organization. Every organization develops their own culture which is distinct from the other. Nyabegera (2010) argue that culture of a nation permeates all aspects of life within the given state, including the behavior of managers in the organizations. The finding is consistent with

Hostede (2008) study which pointed out that a national culture influences attitude, behavior and management style of organizations.

5.2 Organizational Performance

Respondents were required to indicate if organization culture affects employee in management decision making in the airline industry. The responses were as follows 87% agreed that organization culture affects employee in management decision making and 13% disagreed that it doesn't affect. Respondents were asked to what extent does organization performance affects employee in management decision making in the airline industry. 31% indicated very great extent, 39% indicated great extent, 17% indicated moderate extent while 9% indicated very little extent and 5% indicated very little extent.

The findings are supported by various studies such as Kreitner and Kinicki (2011) workers' ability in determining the effectiveness of performance is crucial for the organization, although staff with high motivational level can still perform well if they have sufficient skills or ability required for the task given. In order to be employable and marketable staffs have to make sure that they have the ability to perform better than others in any assignment given to them by their employers. Individual performance can be identified by role perception Employees role perception is crucial in determine staff performance, because each staff has a clear perception on what tasks they are going to accomplish and the can commit and put more efforts in achieving the goals without any doubt. Amar (2012) productivity levels can be enhanced with motivation and economic wellbeing can be increased as well. In other words if staff are not motivated to perform their duties, their personal satisfaction cannot be achieved and as result performance level was low hence decrease in productivity.

5.3 Recommendations

The study suggest the following recommendations for improvement, Kenya Airways Management should play manifest part in influencing organizational culture that is aligned to organization structure and strategy. Management of Kenya Airways should have a clear picture of the company's organizational culture. Management of Kenya Airways 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 Kenya Airways should invest in regular staff training and development in order to improve and develop human capability. Management of Kenya Airways should involve employees in decision making this makes

the employee identify themselves with the organization.

Human resource department at Kenya Airways 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, Kenya Airways 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 Kenya Airways 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 its 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 Kenya Airways management should ensure and provide flexible, adjustable and appropriate workstations and carry periodical checks on facilities that staff use.

5.4 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.

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