

**EFFECT OF HIGH-INVOLVEMENT HUMAN RESOURCE MANAGEMENT
PRACTICES, TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE
INNOVATIVE BEHAVIOUR IN KENYAN AVIATION INDUSTRY**

BY

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DECLARATION

Declaration by Candidate

This research project is my original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award.

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DEDICATION

I would like to dedicate this project to my mother Mary Nderi, who have always hoped that I would pursue what makes me happy and be able to realize my lofty aims, and to all my friends who have tolerated my absent-mindedness while continuing to offer support in the completion of this proposal.

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ABSTRACT

In the realm of the aviation industry, innovative work behavior takes on a pivotal role in molding the trajectory and performance of this sector. As the industry maneuvers through the complexities of an ever-changing global landscape, the prowess of innovation emerges as a propelling force that drives enduring success. Nonetheless, in the context of Kenyan aviation, the level of innovation has not reached parity with that of its international counterparts, resulting in the observation that Kenya's aviation sector lags behind. Therefore, the main objective of the study is to determine the effect of high-involvement human resource management practices (HI-HRM), transformational leadership (TL) on employee innovative work behaviour (IWB) in Kenyan aviation industry. The study will specifically establish the effect of training on employee innovative behaviour, the effect of job autonomy on employee innovative behaviour, effect of reward practice on employee innovative behaviour and analyse the moderating effect of transformational leadership on the relationship between HI-HRM practices and employee innovative behaviour in Kenyan aviation industry. The study was anchored on Social Exchange Theory (SET) and Transformational Leadership Theory. This study will use explanatory research design. The study population consisted of 3155 employees from the top five airlines in Kenya, namely Kenya Airways, Safari Link, African Express Airways, Airkenya Express, and Mombasa Air Safari. Stratified and random sampling was used to select 354 employees. For this study, a structured questionnaire served as the data collection instrument to gather data for analyzing the study objectives. To ensure the reliability of the data gathered and the subsequent findings, the Cronbach's Alpha coefficient was used. SPSS statistical analysis program Version 25 was used to generate descriptive statistics, such as frequency, percentages, mean, and standard deviation of the study variables. Multiple linear regression and hierarchical regression analysis were used to test direct and moderated hypotheses respectively. The findings revealed that training ($\beta = 0.526$, $p = .000 < .05$), job autonomy ($\beta = 0.218$, $p = .000 < .05$) and reward system ($\beta = 0.129$, $p = .000 < .05$) had positive and significant effects on innovative behaviour in Kenyan aviation industry. Further findings revealed that TL was found to have a moderating effect on the relationship between training and IWB ($\beta = 0.45$, $p = .000 < .05$, $R^2\Delta = 0.046$) suggesting the importance of TL in facilitating IWB. However, TL did not moderate the relationship between job autonomy and IWB ($\beta = 0.04$, $p = > .05$, $R^2\Delta = 0.00$) and reward system and IWB ($\beta = 0.5$, $p = > .05$, $R^2\Delta = 0.00$). Thus, it is recommended that Kenyan aviation industry organizations focus on enhancing their training programs, promoting job autonomy while cultivating transformational leadership qualities among leaders, and continuously monitoring and adjusting human resource practices to support and stimulate employee innovative behavior. Future research should delve deeper into the specific components of transformational leadership and explore the role of other leadership styles in the context of HI-HRM practices and innovation.

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ABBREVIATIONS AND ACRONYMS

AFRAA	African Airlines Association
CEO	Chief Executive Officer
HI HRM	High-Involvement HRM
HRM	Human Resource Management
IATA	International Air Transport Association
IG	Idea generating
IP	Idea advancement
IR	Idea realization
IWB	Innovative Work Behaviours
KQ	Kenya Airways
OE	Opportunity Exploration
PLS-SEM	Partial Least Squares Structural Equation Modeling
POS	Perceived Organizational Support
SEM	Structural Equation Modeling
SET	Social Exchange Theory
TL	Transformative Leadership
TMT	Top Management Team
VAF	Analysis Of Variance Accounted For

DEFINITION OF TERMS

Autonomy	refers to the degree of independence and discretion an individual has in making decisions and carrying out tasks related to their job responsibilities
High-Involvement HRM	set of human resource strategies and policies aimed at actively engaging employees in decision-making, problem-solving, and overall organizational processes (Mishra, 2019; Yang, 2012)
Innovative Work Behaviour	Refer to employees' commitment, devotion and ability to create, promote and implement new, creative and valuable thinking (Newman, Schwarz, Tse & Nielsen, 2018).
Reward	is a tangible or intangible benefit or incentive given to an individual or group in recognition of their achievements, efforts, contributions, or performance
Training	Training refer to systematic processes designed to enhance the knowledge, skills, competencies, and overall performance of individuals within an organization.
Transformation leadership	is a leadership style characterized by leaders who inspire and motivate their followers to achieve exceptional outcomes by fostering a sense of shared vision, purpose, and growth.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter provides the background to the study, statement of the problem, research objectives, hypotheses, significance and scope of the study.

1.1 Background of the Study

In today's intricate and swiftly changing business landscape, organizations are confronted with formidable challenges. To effectively tackle these challenges and establish competitive advantage, organizations must revitalize their established procedures, products, and services (Gelaidan, et al., 2023). In essence, the ability to thrive in the contemporary marketplace hinges on the generation of novel ideas, products, services, and technologies, irrespective of business type or nature. As argued by Tajeddini, et al., (2023), the imperative to construct creativity and innovation stands as a pivotal requirement for securing an organization's enduring business success. Consequently, disregarding the prevailing demand and persisting with outdated products and services jeopardizes an organization's chances of survival in the current high-creativity and innovation-driven market (Al-Hakimi et al., 2021a, 2021b). The cultivation of creativity and innovation among personnel becomes imperative, as it not only positively impacts productive business frameworks but also bolsters organizational competitive standing (Al-Swidi et al., 2022).

Undoubtedly, creativity and innovation have emerged as critical tools for effectively navigating the swiftly transforming business realm, with an intrinsic interconnection (Robinson and Beesley, 2010). The promotion of innovative behavior within workplaces relies on support at both the organizational and individual levels (Sönmez

& Yıldırım, 2019). The presence of innovative behavior within any enterprise is fundamentally driven by human-centric factors. It's the individuals who possess the ability to engage in critical thinking and offer creative solutions to intricate business challenges. In this trajectory, the effective implementation of human resource management (HRM) assumes a pivotal role (Noopur & Dhar, 2019).

Research points towards high involvement human resource management (HI-HRM) practices as a structural means to encourage innovation (Kutieshat & Farmanesh, 2022). The underlying premise suggests that employees perceive HRM practices as signals from the organization, signifying that innovative behaviors are cherished, acknowledged, and rewarded. This, in turn, fosters an environment where employees are motivated to delve deeper into enacting such behaviors (Renkema, et al., 2021). Certain HRM practices, such as high-involvement HRM (HI HRM) have demonstrated their potential to influence employees' innovative behaviors (Bos-Nehles et al., 2017). Scholars delving into the HRM-innovation relationship contend that the presence and perceived value of these HRM practices can engender feelings of autonomy at work and commitment to the organization – both prerequisites for experiencing innovative behaviors (Khaola & Coldwell, 2019).

In various contexts, the connection between HRM practices and innovative work behaviors surfaces with distinct nuances. For instance, in China, Guanxi HRM practices exhibited a negative association with employee creative performance (Yang & Yang, 2020). Meanwhile, Pakistan's manufacturing firms witnessed high-involvement HRM practices (ability-enhancing, motivation-enhancing, and opportunity-enhancing) predicting IWB (Yasir & Majid, 2020). Innovative behaviors among nursing staff in Dutch elderly care organizations were linked to High-

Involvement Human Resource Management practices such as Performance Feedback, Training and Development, and information sharing (Renkema, et al., 2021). In the southern regions of Vietnam, university lecturers' Innovative Work Behavior was found to be connected with reward, training and development, and autonomy (Tran, et al., 2022).

Regionally, Opoku, et al., (2020) uncovered a significant relationship between HR practices and the innovative work behaviors of senior staff at the University of Cape Coast in Ghana. Mashi, et al., (2021) established links between hotel employee perceptions of information sharing, training, development, and supportive supervision with employee service innovative behavior (ESIB) among Nigerian hotel staff. In Tunisia, a compelling case was made for establishing a learning-oriented work environment, where employees could enhance their innovative capacities through formal and informal learning methods. Elements such as work autonomy, freedom, and workspace design tailored for collaborative work emerged as influential factors in fostering innovative work behavior (Jebali & Meschitti, 2021).

However, these studies have not ventured into the aviation industry, and research within Kenya's aviation sector remains scarce. Therefore, the investigation of the effect of human resource management practices and transformational leadership on employee innovative behaviour in Kenyan aviation industry remains an unexplored territory that holds great potential for understanding the intricate dynamics of leadership and innovation within this specific context

1.1.1 Aviation Industry in Kenya

The aviation industry holds a significant position within Kenya's economy, playing a crucial role in both its current contributions and its future prospects as an emerging

economic and societal leader across Africa. Positioned as a highly-visited destination in the Eastern African region, aviation stands as a linchpin for the thriving tourism sector and the establishment of connections between Kenya and the global arena. These connections reinforce trade relations, open avenues for fresh business prospects, and position Kenya as a hub for economic activity. The year 2019 witnessed a milestone for Kenya, recording its highest-ever air traffic passengers, surpassing 12 million annually, with a substantial 7 million of these being international travelers. Consequently, air transport takes center stage as the primary gateway for international arrivals in Kenya.

To underpin this industry, Kenya boasts an extensive network of more than 440 airports and airfields that span the country. Out of these, the Kenya Airports Authority (KAA) actively manages 18 key installations. However, the aviation market in Kenya functions within a fiercely competitive landscape and experiences substantial international investor influence. Amid this scenario, it grapples with unprecedented challenges, driven by escalating fuel costs, labor dynamics, and asset expenditures, all against a backdrop of wavering demand, creating a challenging environment for sustainable economic outcomes (Kamau, et al., 2019). The airline sector remains notably susceptible to swift changes stemming from consumer preferences, competitor dynamics, supplier variations, government regulations, and the intricacies of workforce factors, setting it apart from other industries (Keynes, 2019).

Amidst these circumstances, the aviation industry in Kenya has increasingly adopted business process outsourcing practices. This study, in response to this evolution, endeavors to establish the correlation between Human Resource Management (HRM)

practices and innovative work behavior, with a particular focus on the moderating role of transformational leadership.

1.2 Statement of Problem

In the realm of the aviation industry, innovative work behavior takes on a pivotal role in molding the trajectory and performance of this sector. As the industry maneuvers through the complexities of an ever-changing global landscape, the prowess of innovation emerges as a propelling force that drives enduring success (AlShamsi, 2022). Nonetheless, in the context of Kenyan aviation, the level of innovation has not reached parity with that of its international counterparts, resulting in the observation that Kenya's aviation sector lags behind (Africa Development Bank, 2018; AFRAA, 2017). Overall, a notable disparity exists between Kenyan airlines and foreign counterparts, with an estimated 80 percent of Kenya's intercontinental air traffic being managed by foreign carriers (Chingosho, 2019).

The challenging market dynamics in Kenya reflect at the lower end of the spectrum, with a modest load factor of 69.7%, whereas the global average stands at 75.2% (IATA, 2020). Over time, Kenya Airways (KQ), a key player in the industry, has consistently reported losses that have reverberated across the region. In the initial half of 2021, KQ managed to trim its net losses to KSh 11.5 billion, in comparison to a net loss of KSh 14.3 billion over the corresponding period in 2020. This enduring trend of losses signifies that KQ has entered its ninth consecutive year without profits, resulting in an accumulated deficit of Sh144.64 billion. The last instance of profitability for the airline dates back to 2012, when it concluded the year with net earnings totaling Sh1.66 billion.

Kamanga and Ismail (2016) contend that achieving organizational effectiveness and efficiency, both markers of performance, necessitates continuous adoption of robust innovative practices within airline firms. The aviation industry's paramount challenge has been the formulation of effective innovative strategies that can mitigate operational costs while simultaneously meeting client expectations and generating sustainable profits for the organization (Vuluka & Gachanja, 2018). However, the linkage between HRM practices and innovative work behavior has been minimally explored within the Kenyan context. This study, therefore, endeavors to bridge this gap by delving into the relationship between HRM practices and the cultivation of innovative work behavior, thereby contributing to a more comprehensive understanding of factors influencing performance within the aviation industry.

1.3 Research Objectives

1.3.1 General Objective

The main objective of the study is to determine effect of human resource management practices, transformational leadership on employee innovative behaviour in Kenyan aviation industry.

1.3.2 Specific Objectives

Specific objectives of the study were:

1. To establish the effect of training on employee innovative behaviour in Kenyan aviation industry
2. To examine the effect of job autonomy on employee innovative behaviour in Kenyan aviation industry.
3. To determine the effect of reward system on employee innovative behaviour in Kenyan aviation industry

4. a) To analyse the moderating effect of transformation leadership on relationship between training and employee innovative behaviour in Kenyan aviation industry
- b) To analyse the moderating effect of transformation leadership on relationship between job autonomy and employee innovative behaviour in Kenyan aviation industry
- b) To analyse the moderating effect of transformation leadership on relationship between reward system and employee innovative behaviour in Kenyan aviation industry

1.4 Hypotheses of the Study

The study seeks to test the following hypothesis:

- H₀₁: There is no significant effect of training on employee innovative behaviour in Kenyan aviation industry
- H₀₂: There is no significant effect on job autonomy on employee innovative behaviour in Kenyan aviation industry.
- H₀₃: There is no significant effect on reward system on employee innovative behaviour in Kenyan aviation industry.
- H_{04a}: There is no significant moderating effect of transformational leadership on the relationship between training and employee innovative behaviour in Kenyan aviation industry
- H_{04b}: There is no significant moderating effect of transformational leadership on the relationship between job autonomy and employee innovative behaviour in Kenyan aviation industry

H_{04b}: There is no significant moderating effect of transformational leadership on the relationship between reward system and employee innovative behaviour in Kenyan aviation industry

1.5 Significance of the Study

The significance of this study extends to multiple stakeholders within and beyond the Kenyan aviation industry, as well as to various fields of expertise. The investigation into the effect of high involvement- human resource management practices on employee innovative behavior in the Kenyan aviation industry holds substantial implications.

The findings of this study were providing valuable insights to the management of the Kenyan aviation industry. By understanding the influence of high involvement- human resource management practices on employee innovative behavior, industry leaders can devise strategic interventions that foster a culture of innovation. This, in turn, can lead to enhanced operational efficiency, improved customer experiences, and increased competitiveness.

For employees within the Kenyan aviation industry, this study offers the potential to enhance their work experience. The identification of high involvement- human resource management practices that positively impact innovative behavior can empower employees to actively engage in creative problem-solving, contributing to their personal growth and job satisfaction.

Human resource practitioners in the aviation industry were benefit from the study's insights into the specific practices that stimulate innovative behavior. This knowledge

can guide the development of tailored HR strategies that align with the industry's demands for creativity and adaptability.

Policymakers and government bodies responsible for shaping regulations and standards within the aviation sector can draw from this study's findings. An understanding of the link between high involvement- human resource management practices and innovative behaviour can inform policies that support the industry's growth and resilience.

Academics and researchers in the field of human resource management, organizational behavior, and aviation studies will find this study's contributions valuable. The exploration of the relationship between high involvement- human resource management practices and employee innovative behavior enriches the academic discourse and lays the foundation for further research in diverse contexts.

1.6 Scope of the Study

This study was conducted within the context of the Kenyan aviation industry, focusing on selected top airlines, namely Kenya Airways, Safari Link, African Express Airways, Airkenya Express, and Mombasa Air Safari. Its primary objective is to conduct a comprehensive assessment of how high involvement- human resource management practices influence innovative work behavior and how transformational leadership acts as a moderating factor in this relationship. The study was centered on the implementation of 'high-involvement HRM' by examining three core human resource management practices: reward systems, autonomy, and training initiatives. To accomplish this, the study actively engaged employees from the leading five domestic airlines operating within Kenya's aviation sector. The research spanned a duration of three months, during which a thorough investigation was carried out to

gauge the impact of these high involvement- human resource management practices on employees' propensity for innovative work behavior. Furthermore, the study was explore the extent to which transformational leadership influences and interacts with these high involvement- human resource management practices in shaping employees' innovative behavior

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviewed of literature on concept of Innovative Work Behavior, concept of human resource management practices. The chapter is also organized around an overview of the study theoretical discussion of tax compliance, followed by a presentation of supporting data from empirical research. The conceptual framework and the knowledge gap that the study aims to fill are discussed at the end of the chapter.

2.1 Concept of Innovative Work Behavior

Individuals and groups play a role in bringing about organizational innovation (Silva & Cirani, 2020). Innovative Work Behaviour (IWB), according to Deng, Liu, Yang and Duan (2022) is associated with less formalized activities and procedures for responding to, dealing with, and capitalizing on the corporate world in numerous opportunities. IWB is necessary for the organization's existence and increases efficiency (Coetzer, Susomrith & Ampofo, 2020). IWB is considered a background means for analyzing innovations at the individual level (Supriyanto, 2019). Employees' ability to uncover, produce, and implement fresh and useful ideas at work is defined as innovative work behavior (Newman, Tse, Schwarz, & Nielsen, 2018).

IWB has been identified by various researchers and academicians as a multifaceted and multidimensional construct encompassing several activities aimed at bringing about organizational innovation (Cangialosi, Odoardi & Battistelli, 2020). Coetzer et al., (2020) defined IWB as all physical and cognitive acts undertaken by persons or organizations in their work environment to fulfill tasks in order to achieve

innovations. Bak (2020) identified IWB as a tool for boosting problem-solving efficacy in the workplace. Park, Song, Yoon, and Kim (2014), on the other hand, saw IWB as a multi-stage process aiming at identifying new ideas, developing them, and applying them to enhance the current situation.

Messmann (2012) conceptualization and definition of IWB was used in this study, and it was treated as a multidimensional notion. Messmann and Mulder (2012) conducted a review of existing IWB models (Lambriex-Schmitz et al, 2020) and constructed a five-stage IWB model as Idea generating (IG), Idea realization (IR), Opportunity Exploration (OE), Idea advancement (IP) and Perspective.

The model's first four dimensions correspond to the dimensions of IWB that have been frequently recognized and explored in the literature. Assessing the innovation process, evaluating actions, and personal advancement during the innovation process are the key concerns of the perspective component (Middleton & Hall, 2021). In this study, the first four elements of this model were utilized to elucidate the process of IWB and its moderating effect on medical employees' performance. This model, a condensed version of the IWB scale (Gerken, Beausaert & Segers, 2016), along with previous models, includes an opportunity exploration dimension that pertains to the workplace's innovation development process.

The Messmann and Mulder (2012) model of IWB, which was used this study, describes IWB as a four-stage process (Idea generating, Idea realization, opportunity exploration and Idea advancement) that leads to workplace innovation. Opportunity exploration is about identifying issues, interpreting them, and determining whether or not an employee's workplace environment requires development or modification (Middleton & Hall, 2021). The remaining steps of the process are built on top of OE.

Then, in a professional environment or method, it is all about coming up with fresh and valuable thoughts or ideas (Messmann et al., 2018). During the OE stage, IG is concerned with understanding challenges and coming up with solutions for these problems. It is all about being creative and sharing what you have learned (Gerken et al., 2016).

2.2 Concept of High Involvement- Human Resource Management Practices

High Involvement Human Resource Management (HI-HRM) practices are a set of human resource strategies and policies aimed at actively engaging employees in decision-making, problem-solving, and overall organizational processes. These practices encourage employees to be more involved, committed, and innovative in their work. HI-HRM is often associated with a more democratic and participatory approach to management. It includes several key elements and principles (Mishra, 2019). High-involvement HR practices can be defined as management approaches that draw upon employee involvement (Yang, 2012). These practices influence individual and organizational performance positively by leading employees not only to work harder due to having more control in their work, but also to work smarter and more responsibly with increased skills and competence (Pfeffer and Veiga, 1999).

One of the reasons for HI-HRM's attractiveness is the belief that it may provide a competitive advantage by improving organisational results and performance. One of the reasons for HRM's attractiveness is the belief that it can create a competitive advantage by positively impacting organisational results and performance. (Byremo, 2015). HI-HRM's refers to a coherent set of mutually reinforcing practices aimed at shaping employees' behavior and improving their skills (Huo et al., 2015).

Two well-known HI-HRM's practices included in the management literature are called “soft” and “hard” practices (Cregan et al., 2021; Muthuku, 2020). Control-oriented or “hard” HR practices concentrate on controlling employees through the application of procedures and rules (Cregan et al., 2021). Soft HR or commitment-oriented practices, on the other hand, focus on increasing employees' motivation and developing strong commitment towards organisations (Aktar and Pangil, 2018; Johari et al., 2013; Gurlek and Uygur, 2021). Soft HR practices provide high quality and flexible work performance by involving employees in the decision-making process, building trust in their managers and expressing concerns for employees (Elrehail et al., 2020; Gurlek and Uygur, 2021; Mowbray et al., 2020). Given the nature of the work environment in the hotel industry, the combination of both soft and hard HR practices may be more effective to engage employees in works rather than utilising them separately. Moreover, the collective efforts of HR practices was augment the effects on employees' psychological states, which then increases work engagement (Karadas and Karatepe, 2019; Kloutsiniotis and Mihail, 2020).

However, there is no universal specific set of HR practices that are suitable for every organisation (Kloutsiniotis and Mihail, 2020). Thus, this study proposes that soft HR practices could improve the psychological states of employees and foster greater work and organisational engagement (Elrehail et al., 2020; Gurlek and Uygur, 2021). HI-HRM's practices (e.g. training and development, rewards and cognition, career advancement, appraisal system, job autonomy) are vital for employees' growth (e.g. Alfes et al., 2020; Karadas and Karatepe, 2019; Mowbray et al., 2020; Murphy et al., 2018).

2.3 Concept of Transformational Leadership

Transformational Leadership, regarded as the most widely utilized leadership approach (Huertas-Valdivia, et al., 2022), was originally introduced by James MacGregor Burns, who explored how leaders can influence and transform followers' values. According to Bass and Avolio (2003), this leadership style revolves around altering followers' perceptions, inspiring them to view themselves and their environment, along with its challenges and opportunities, in a new light. Furthermore, Allen et al. (2016) emphasized that Transformational Leadership thrives on mutual encouragement between leaders and followers to attain higher levels of motivation and morality. It transcends conventional managerial practices, focusing on motivating and inspiring followers to achieve extraordinary outcomes.

Transformational leaders' key characteristics were identified by Bass (1994), and Avolio et al. (1999) and they categorized them into four dimensions: inspiration (inspirational motivation), charisma (idealized influence), individualized consideration intellectual stimulation, and. Abolnasser et al. (2023) further expanded the list to five dimensions, including inspirational communication," "vision," "personal recognition. "supportive leadership," and

Transformational leaders' traits establish the organization's innovation capacity. Their idealized influence inspires employees to proactively implement new ideas and effective strategies, bolstering the company's adaptability and growth through innovation (Le, 2021). Intellectual stimulation from transformational leaders fosters innovative thinking and practical actions for innovation. Inspirational motivation cultivates optimism and confidence, driving the generation of fresh concepts and responses for organizational innovation (Lei et al., 2020). By considering employees'

individual needs, transformational leaders motivate them to work harder and unleash their creativity and innovation. Numerous earlier studies have demonstrated how innovation in a firm is influenced by transactional and transformative leadership styles. (Otair et al., 2022; Gad David, et al., 2023; Nasir et al., 2022; Hooi & Chan, 2022;), as discussed in the following section

2.4 Theoretical Framework

This study was adopt two theories: Social Exchange Theory (SET) and Transformational Leadership Theory

2.4.1 Social Exchange Theory (SET)

Ekeh (1974) introduced the social exchange theory (SET), a socio-psychological framework that perceives societal structures as intricate patterns of coordinated exchanges between individuals. Within the context of HRM practices and employee innovative behavior, the social exchange theory offers a lens through which to examine the dynamics of the relationship between employees and their organizations (Eldor and Vigoda-Gadot, 2016; Adeoti et al., 2020). Coyle-Shapiro and Shore (2007) highlight three fundamental dimensions of social exchange: relationship, reciprocity, and exchange.

This socio-psychological paradigm, known as the social exchange theory (SET), as initially propounded by Ekeh (1974), portrays societal institutions as a sequence of coordinated transactions between individuals. In the context of the employment relationship, this theory offers insights into the interaction between employees and employers (Adeoti et al., 2020; Eldor and Vigoda-Gadot, 2016). At its core, social exchange comprises three essential elements: relationship, reciprocity, and transactional exchange (Coyle-Shapiro and Shore, 2007).

Social Exchange Theory suggests that when organizations provide employees with valuable HRM practices such as fair compensation, career development opportunities, and a supportive work environment, employees are more likely to reciprocate with higher levels of commitment, engagement, and positive behaviors (Nazir, et al., 2018). Thus, Social Exchange Theory can shed light on the relationship between HRM practices and employees' willingness to engage in innovative work behavior. Fair HRM practices build trust between employees and the organization (Qureshi, et al., 2020). Trust is crucial for employees to feel comfortable sharing innovative ideas, as they believe their contributions were valued and acknowledged. A strong commitment to the organization also encourages employees to invest time and effort in generating new ideas (Salas-Vallina, et al., 2020).

Social Exchange Theory provides a valuable framework for understanding the relationship between HRM practices and innovative work behavior. By creating a positive social exchange between employees and the organization through fair treatment and supportive practices, organizations can foster an environment where employees are motivated to contribute innovative ideas and behaviors.

2.4.2 Transformational Leadership Theory

Transformational leadership theory put forth by Burns (1978) and Bass (1985) indicate that Transformative leaders are distinguished by their ability to cultivate cooperation through the development of trust and respect among team members. Substantial research, encompassing diverse samples, has consistently validated the positive effect of transformational leadership on employee satisfaction (Bass & Avolio, 1993). This style of leadership has the potential to evoke favorable employee behaviors, playing a pivotal role in effective management. By driving product and

work innovation through changes in strategy, mission, structure, and culture, transformational leadership can greatly benefit both followers and organizations. A leader's effectiveness is exemplified by their ability to drive organizational growth and recognize the contributions of their team members..

Transformational leadership theory has garnered significant attention in organizational studies, particularly in relation to its potential impact on firm innovation. Leaders exhibiting transformational qualities can cultivate an innovative culture within their organizations, characterized by compelling vision communication, empowerment of team members, and encouragement of creative thinking and motivation (Korejan & Shahbazi, 2016). This leadership approach is believed to play a pivotal role in fostering creativity, problem-solving, and the generation of novel ideas within the workforce (Lei et al., 2021). Transformational leaders inspire and support their employees, encouraging calculated risks, experimentation, and a challenge to the status quo, ultimately driving innovative work behaviour.

2.5 Empirical Review

2.5.1 Training and Innovative Work Behaviour

Sheeba & Christopher (2020) exploring the role of training and development in creating innovative work behaviors and accomplishing non-routine cognitive jobs for organizational effectiveness, using review of literature It is evident that Training & Development plays a vital role in improving the performance of the employees through inculcating the innovative work behaviors which helps in accomplishing non-routine cognitive jobs effectively and innovatively.

Aris, et al., (2019) examine the position of training and development on employees' innovative work behaviour, with intrapreneurial competencies mediating function.

This study used quantitative method by distributing 284 survey questionnaires to managers at a public organization. PLS has been used to evaluate the information gathered. Based on analysis of variance accounted for (VAF), the study showed the consequence of mediating, intrapreneurial competencies are 55% of the rapport concerning training and development and innovative work behavior. Mediating role of intrapreneurial competencies towards connection among training and development and innovative work behavior are also significant

Tran, et al., (2021) Aiming at examining the ideas of the AMO theory, the roles of \ training & development impact on IWB (Innovative Work Behavior) in a Vietnamese university. The results from SEM (structural equation modeling) support the hypotheses. A test based upon a sample of 413 university lectures in the southern of Vietnam reveals that reward has positive impacts on both Innovative Work Behavior and training & development. Besides, training & development also underlie Innovative Work Behavior.

Bos-Nehles and Veenendaal, (2019) explore the effect that perceived training and development have on the innovative work behavior (IWB) of individual workers. Using data from 463 individuals in four Dutch manufacturing companies, the study tests the effects of employees' perceptions of training and development and of an innovative climate on their innovative behaviors found that employee perceptions of a c training and development are positively related to IWB,

2.5.2 Job Autonomy and Innovative Work Behaviour

Swaroop, & Dixit, (2018) examine the effect of employee engagement and work autonomy on innovative work behaviours in organizations. Data was collected from 267employees, 231 males and 36 females, from various organizations in India.

Empirical analyses of data through statistical procedures indicate that employee engagement and work autonomy are both positively related to innovative work behaviour. It was also found that employee engagement does not moderate the positive relationship of work autonomy with innovative work behaviour

Shakil, et al., (2021) investigated job autonomy and innovative work behaviour (IWB). The sample consisted of employees from 15 private healthcare institutions operating in Bangladesh. Two questionnaire surveys were carried out using a three-month time lag strategy. A total of 226 samples were used for the analysis of the final data. The Partial Least Squares Structural Equation Modeling, using SmartPLS 3.0, was performed to test the hypothesized relationships. The results suggest a causal relationship between inclusive leadership, job autonomy and IWB. In brief, inclusive leadership turned out to be a predictor of job autonomy and IWB, and job autonomy had a positive impact on employees' IWB. In addition, job autonomy proved to be a mediator between inclusive leadership and employees' IWB.

Siregar, et al., (2021) analyze the influence of job autonomy and organizational commitment on the innovative work behavior of marketing employees in the automotive industry in Indonesia. A total of 230 questionnaires were distributed to marketing employees located in Bandung, West Java, Indonesia, and finally, 209 questionnaires were collected and used as a sample in this study. The data analysis method used Structural Equation Modeling using AMOS version 23. The results of the research prove that job autonomy and organizational commitment significantly influence innovative-work behavior of marketing employees in the automotive industry in Indonesia. Job autonomy also influences employee commitment positively and significantly. The indirect effect between job autonomy through organizational

commitment on innovative work behavior has a larger effect than the direct effect of the job autonomy on innovative work behavior

Suhandiah, et al., (2023) studied Autonomy and feedback on innovative work behavior evaluated 258 first-line managers from five regional and private Islamic banks in Indonesia, a literature-based framework has been constructed. The path model supports the idea that autonomy and resiliency foster innovative behavior at work.

2.5.3 Reward System and Innovative Work Behaviour

Khan, et al., (2020) found out the effect of reward system on IWB of the. Data is collected from 362 contractual employees of the multinational companies of Pakistan through questionnaire survey. The findings of the study depicted that reward system is linked with IWB. Reward system can surely contribute more towards achieving IWB of the employees. Because when their efforts are highly rewarded by the organizations, then they was more motivated to perform and give their best to the organizations (Piansoongnern, 2016). However, the perception of employees about the fair reward system must also be considered (De Spiegelaere et al., 2014). When there is a fair balance of work effort by employees and organizational reward system, then employees should be motivated and positively responded to higher job demands with increasing IWB.

Thneibat, M. M. (2022) study the role of the motivation-enhancing human resource management practices of performance-based rewards and developmental performance appraisal in fostering innovative work behaviour (IWB). Furthermore, the paper considers the mediating roles of affective commitment and knowledge sharing in this relationship. The data was collected using a survey questionnaire from 235 unit

managers working in technological, pharmaceutical, banking and manufacturing firms in Jordan. Structural-equation modeling using AMOS27 was employed to analyze the data. Findings indicated that performance-based rewards and developmental performance appraisal both have significant effects on affective commitment and knowledge sharing and that there is a direct and significant impact of performance appraisal on IWB

Thneibat and Sweis (2023) empirically test the relationship between employees' perceptions of the two motivation-enhancing human resource management (HRM) practices of reward and performance appraisal and both incremental and radical innovation. Data were collected from 313 unit managers in manufacturing, pharmaceutical and technology companies in Jordan. Structural equation modelling (SEM) using AMOS v27 was employed to analyse the data and test the hypotheses. The study finds that employees perceive rewards to be significant and to directly influence incremental and radical innovation. Additionally, employees perceive that performance appraisal to be significant for incremental innovation. The study also finds that IWB mediates the relationship between rewards, performance appraisal and incremental and radical innovation.

Yaqoob & Kitchlew (2022) investigates the impact of extrinsic rewards on employee's innovative work behavior (IWB) and explores the role of employee work engagement as an intervening mechanism between extrinsic rewards and employees IWB. Besides, it investigates the moderating role of perceived organizational support (POS) for the associations of extrinsic rewards and employee work engagement. Data (N = 307) was collected from the higher education sector by using survey method, comprising of faculty members and administrative staff of Pakistani universities. The

findings revealed that extrinsic rewards enhanced the employee IWB. The results show the mediational role of work engagement, and the relationship of extrinsic rewards and employee work engagement is found to be more salient in high perceived organizational support as compared to lower one.

2.5.4 Moderating Effect of Transformational Leadership

In a study by Otair et al. (2022), transformative leadership (TL) and its influence on innovation of a firm was explored, encompassing both process and product aspects. The research involved 243 participants from Jordanian pharmaceutical enterprises, Data was acquired via the use of a questionnaire that was distributed. Using structural equation modeling (SEM), the suggested research model's hypotheses were evaluated. The findings underscore TL as the primary driver behind innovative outcomes.

In their study, Nasir et al. (2022) investigated the impact of transformative leadership on employee creativity and firm innovation using a sample of 424 SMEs. The postulated hypotheses were validated using structural equation modeling (SEM). The findings demonstrated that transformative leadership positively and significantly influenced firm innovation through employee creativity.

In order to better understand how transformational leadership affects workplace digitalization in businesses in Selangor/Kuala Lumpur, Malaysia, Hooi and Chan (2022) performed a study. 256 management-level individuals participated in the study. The findings demonstrated that a culture of innovation serves as a mediator in the interaction between transformational leadership and workplace digitalization.

The techniques and circumstances under which CEO transformational leadership promotes business innovation were discussed by Yin et al. in 2022.. The study involved 354 top management team (TMT) members and 62 CEOs from 62

construction companies in China. Utilizing path analysis to examine the proposed moderated mediation model, the research demonstrated that CEO transformational leadership positively influences business innovation.

Hoang et al. (2022) investigated how innovation of Vietnamese SMEs was linked with transformational leadership. The study involved 332 managers and senior executives from various SMEs, employing structural equation modeling to analyze the data. The results showed that through its influence on the creative climate, employee creativity, and learning orientation, transformational leadership has a positive and indirect impact on business innovation.

Examining the association between organizational innovation and transformational leadership in SME-owned IT firms in Egypt, Naguib et al. (2018) conducted a study. Data from 103 IT company employees were PLS-SEM. The research demonstrated that transformational leadership significantly influences organizational innovation.

2.6 Conceptual Framework

The study's conceptual framework is visually represented as an interactive relationship among key variables: Human Resource Management (HRM) practices, including elements such as rewards, training and development, and autonomy, which serve as the independent variables; transformational leadership, acting as the moderating variable; and employee innovative behavior as the dependent variable. This framework illustrates the potential influence of HRM practices on employee innovative behavior, and the role of transformational leadership in shaping this relationship. The interaction of HRM practices and transformational leadership is expected to impact the level of employee innovative behavior, thus highlighting the

complex interplay between these factors in fostering a culture of innovation within the organization.

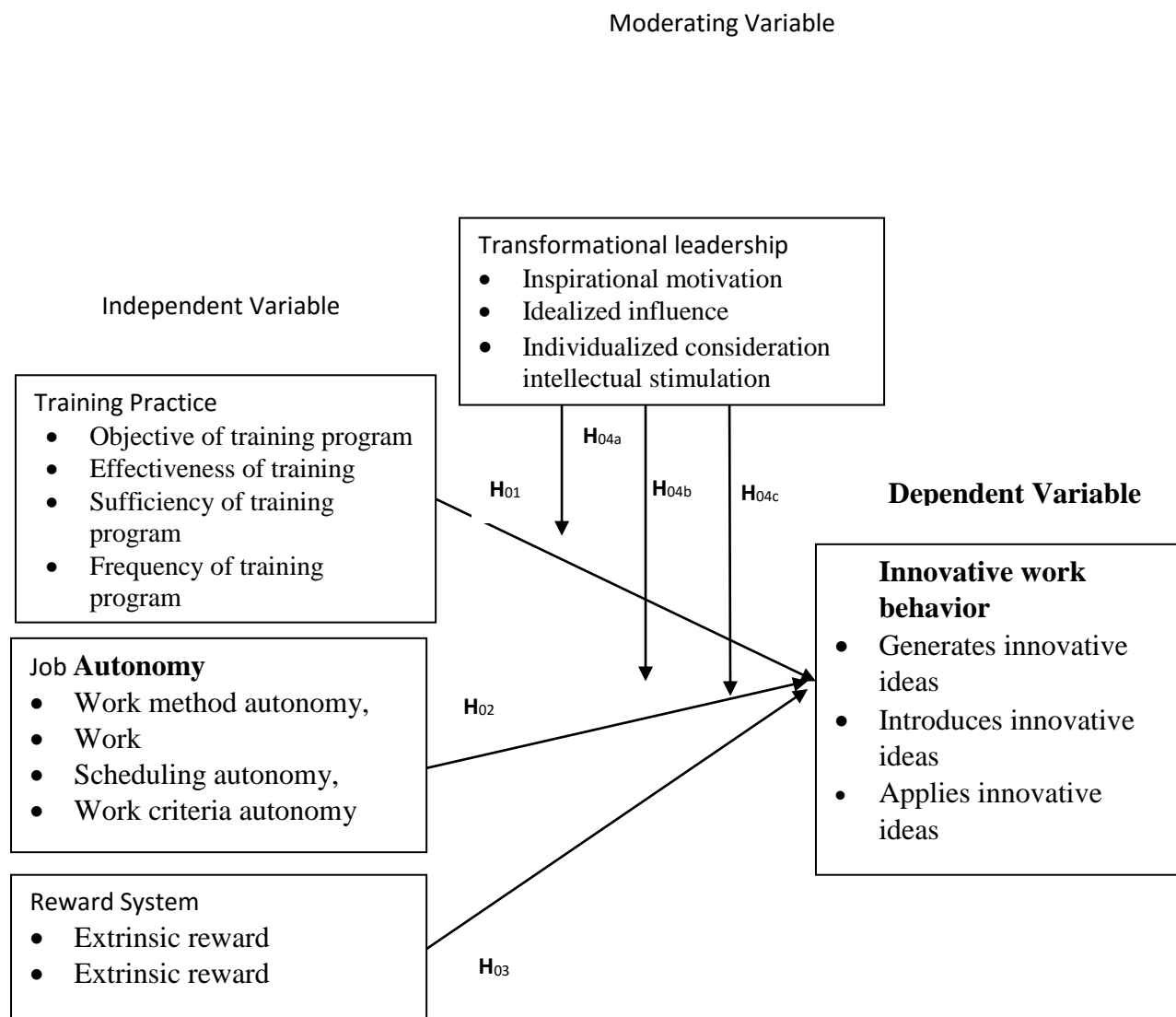


Figure 2.1: Conceptual Framework

Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter contains the research design that was used, targets population of the study, sampling design and sample size, data collection instrument, validity and reliability of the study, data and representations procedures.

3.1 Research Design

This study used explanatory research design. It was help to define the research phenomenon by analyzing the independent variables (e.i HRM practices) and how their variations make changes in the dependent variable (IWB). It was also help the researcher to conduct hypothesis testing and to analyze the outcome whether significant or not in longer period of time (Gay et al., 2011). The design also allows causal relationship between an independent variable(s) and one or more dependent variables and discovered causal inferences (Cohen, Manion & Marison, 2011) In this respect, understanding of phenomena in reality must be measured and supported by evidence (Hammersley, 2013)...

3.2 Target Population

The study population consisted of 3155 employees from the top five airlines in Kenya, namely Kenya Airways, Safari Link, African Express Airways, Airkenya Express, and Mombasa Air Safari.

Table 3.1: Target Population

	No. Of Employees
Kenya Airways,	2341
Safari Link	251
African Express Airways	208
Airkenya Express	169
Mombasa Air Safari	186
Total	3155

Source; (Airlines website and HR database, 2023)

3.3 Sample Design and Sampling Techniques

Utilizing a portion of a population to draw inferences about the entire group is the essence of a sampling strategy, as explained by Zikmund et al. (2010). The researchers, in this study, were use a stratified sampling strategy to select participants. The population was divided into five strata, namely Kenya Airways, Safari Link, African Express Airways, Airkenya Express and Mombasa Air Safari. Random selection of participants was take place within each stratum.

Stratified random sampling is used to guarantee a precise representation of the target population. Before performing the random selection, the population must first be divided into smaller subgroups or strata. The sample then accurately reflects each strata. This strategy offers a more accurate depiction of the population since the researcher has control over how each subgroup is represented. The study was determine the sample size for big populations using the conventional approximation to the hyper-geometric dispersion equations. This method has been used in research like Morris (2014) because it can precisely estimate the necessary number of participants from huge populations.

Slovin's formula (2018) also developed by Yamane (1967), was used to calculate the sample size of 354

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{3155}{1 + 3155(0.05)^2}$$

$$n = 354$$

Where;

n= is the required sample size

N= is the population size (3155)

Z= is the level of confidence of the sample size (set at 95%) thus Z=1.96

P and q are the population proportions (Each set to 0.5).

E- Sets the accuracy of the sample proportions (set to 0.05).

As a result, 354 employees was chosen at random from a population of 3155 employees. To make sure that the chosen participants are fairly representative of each population strata, simple random sampling was used. The population of interest being studied is not homogeneous, hence it is advised to utilize a stratified sampling strategy.

Table 3.1: Sample Size

	No. of Employees	Sample
Kenya Airways,	2341	263
Safari Link	251	28
African Express Airways	208	23
Airkenya Express	169	19
Mombasa Air Safari	186	21
Total	3155	354

3.4 Data Collection Instrument and Procedures

According to Cooper and Schindler (2011), data collection instruments refer to the techniques and tools employed in research to measure variables. For this study, a structured questionnaire was serve as the data collection instrument to gather data for analyzing the study objectives. The questionnaire was created based on the research objectives and hypotheses and was employ closed-ended questions in the form of 1-5 Likert-type statements to gather data. Closed-ended questions are likely to yield a high response rate and uniformity of responses while being easy to code. The structured questionnaire was utilized for capturing primary data.

3.5 Pilot testing

Ten questionnaires, or 10% of the sample size, was sent to chosen employees in JamboJet airline as part of a pilot research to evaluate the validity of the questionnaires. According to Connelly's (2008) proposal, the sample size for a pilot study should be 10% of the research sample size. These businesses have been selected because they share traits with the actual survey demographic. To prevent the introduction of assessment biases, individuals from the pilot study was not be included in the main investigation.

3.5.1 Reliability

As per Zikmund et al. (2013), reliability is a measure of the consistency of results obtained from a research instrument over repeated trials. To ensure the reliability of the data gathered and the subsequent findings, the Cronbach's Alpha coefficient was used. This statistical test measures the consistency or reliability of a set of variables or items that measure a single uni-dimensional latent construct. The reliability coefficient ranges between 0 and 1.00, with higher coefficients indicating greater

reliability. A Cronbach's Alpha value of 0.7 or above is considered acceptable, as per the guidelines established by Cronbach Alpha (1951).

3.5.2 Validity of the Instruments

Validity, according to Zikmund et al. (2010), is the degree to which a research instrument captures the variables it was designed to. In order to establish validity, the study used four different techniques: face validity, content validity, criterion validity, and construct validity. Validity measures how accurate a research instrument is and serves as a gauge for measurement accuracy. According to Kothari (2015) and Nachmias & Nachmias (2014), it is also referred to as utility.

To test the appropriateness of the measures, various types of validity classifications are used, with the most widely accepted classification comprising four main types: face, content, criterion, and construct. Validity ensures the credibility, legality, and relevance of research (Creswell & Creswell, 2018). The questionnaire was undergo face validity by being reviewed by supervisors and experts, with necessary adjustments made. Content validity was used in this study to ensure that the items comprehensively measure what they are intended to measure. That is, the test is representative of all the relevant parts of the subjects it intends to cover.

3.6 Data Processing, Analysis and Presentation

Data analysis is the process of understanding collected data through interpretation, summarizing important details that might come up in the investigation. Data analysis was influenced by the goals of the study in order to identify the patterns found in the data gathered about the chosen variables. The obtained data was sorted, coded, and entered into the SPSS statistical analysis program Version 25 before data analysis begins. This software was used to create tables and descriptive statistics, such as

frequency, percentages, mean, and standard deviation of the study variables. Cross-tabulation of the data was used to guarantee easy interpretation. Frequency tables were used to summarize and present the data. Inferential statistics was used in the study to derive findings and make population-level generalizations. Multiple linear regression analysis was used to find the impact of independent variables on the dependent variable. To assess the strength of the association between the independent factors and the dependent variable, Pearson correlation analysis was also employed. The following was a presentation of the numerous regression models created to evaluate the study's hypotheses.

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \varepsilon_2 \dots \dots \dots \text{Model 1 (direct)}$$

Y = innovative work behavior

X₁ = training

X₂ = job autonomy

X₃ = reward system

β₀ = Constant term

β₁, β₂, β₃, β₄, = Coefficients of the Regression (change of IWB as a results of change in independent variables)

ε = Error term

3.6.1 Testing for Moderation

The fifth hypothesis also consists of four sub-hypotheses that use a hierarchical regression model to investigate the moderating effects. Through moderated regression analysis, the moderating variable's impact on the connection was evaluated. The "R square," "F change," and "p values" that are the results of the several steps in this process were reported. All effects must be substantial in order to establish moderation.

The moderation testing procedure is summarized and shown by the moderation equation.

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4M + \varepsilon_3 \dots \dots \dots \text{Model 2}$$

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4M + \beta_5x_1 * M + \varepsilon_3 \dots \dots \dots \text{Model 3}$$

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4M + \beta_5x_1 * M + \beta_6x_2 * M + \beta_7x_3 * M + \varepsilon_3 \dots \text{Model 4}$$

Where:

Y = innovative work behavior

X₁ = training

X₂ = job autonomy

X₃ = reward

β₀ = Constant term

β₁, β₂, β₃, β₄, = Coefficients of the Regression (change of IWB as a results of change in independent variables)

ε = Error term

m= transformational leadership

β₀ = Constant term

β₁...β₁₀, = Coefficients of the Regression

ε = Error term

β₀ = Constant term

3.6.2 Diagnostic Tests

Test for Homoscedasticity: Hoscedasticity implies that there is equal variability throughout a range of predictor variables, whether categorical or continuous (Hair *et al.*, 2010). In order to avoid breaching the assumption, the researcher was perform the

Levine test in SPSS and focus on the statistical significance of the statistic, which is supposed to be larger than 0.05 (non-significant). A substantial outcome would imply heteroscedasticity.

Test for Multicollinearity: A significant link between two or more predictor variables is referred to as multicollinearity. According to Midi, Sarkar, and Rana (2010), multicollinearity arises when the Pearson correlation between two or more predictor variables is more than 0.8. According to Hair et al. (2010), multicollinearity exists when tolerance and Variance Inflation Factor (VIF) have values more than 0.2 and less than 10 respectively for all variables. To test for the presence of multicollinearity in this study, VIF and tolerance was utilized to see if non-monetary variables in the regression model were substantially associated with each other. Tolerance and VIF statistics was used to make the diagnosis, with high VIF values and low tolerance values confirming the presence of multicollinearity (Keith, 2006).

Test for Linearity: The ANOVA test is used to determine the degree of association between the dependent variable and the predictor factors. This test checks if the variables have a linear connection. To test for linearity in this study, an ANOVA test of linearity between each predictor variable and the dependent variable was performed using SPSS. A significant F statistic with a p-value less than 0.05 indicates that the variables are linearly related. The significance threshold is set at 0.005.

3.7 Ethical Consideration

Ethical standards of the study shall be observed by ensuring that all information acquired from all sources is correctly acknowledged. In addition, the institution was requested for permission to gather data. The university was also offer an introductory letter outlining the researcher's role and the goal of the study. All information received

from the respondents in the course of the research was used purely for academic purposes and was remain absolutely confidential. The researcher was also guarantee that no one, no organization, and no party was harmed because of this investigation.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents findings of the study on the effect of high-involvement human resource management practices on employee innovative behaviour: the role of transformation leadership. The study was anchored on the following objectives: the effect of training on employee innovative behaviour, effect of job autonomy on employee innovative behaviour, effect of reward practice on employee innovative behaviour and determine moderating effect of transformational leadership on the relationship between high-involvement human resource management practices and employee innovative behaviour. Towards the achievement of these, the chapter presents the response rate, demographic data, quantitative findings, hypothesis testing, and discussion of research findings.

4.2 Response Rate

The data for this study was obtained from employees working at the top five airlines in Kenya. Initially, 354 questionnaires were distributed among employees in all job categories across these five airlines. Out of these, 283 questionnaires were returned, representing a response rate of 75.3%. However, after meticulous screening to address missing data and outliers, only 264 questionnaires were deemed suitable for inclusion in the final sample, resulting in a final response rate of 74.6%. This response rate was considered sufficient for the analytical requirements of this study. Cooper and Schindler (2014) support this, stating that as long as the response rate exceeds 60%, the study can proceed with confidence.

4.3 Respondents' Characteristics

This section presents findings on the respondents' characteristics which include the gender of the respondents, age bracket, highest level of education and tenure. The findings are presented in the following subsections. The findings are shown in table 4.1.

The gender distribution within the study sample is notable, with a majority of female participants accounting for 58.7% of the total respondents. This is complemented by a significant representation of male participants, comprising 41.3% of the sample. The presence of a diverse gender mix is crucial for gaining insights into the potential differential effects of high-involvement HRM practices and transformational leadership on employee innovative behavior.

The sample exhibits a diverse range of age groups, reflecting a comprehensive representation of employees within the Kenyan Aviation Industry. The age brackets include respondents in the 20-29 years group, constituting 26.9% of the sample, followed by the 30-39 years group at 35.2%, the 40-49 years category at 22%, and those aged 50 and above, making up 15.9% of the sample. Educational qualifications vary significantly within the sample, showcasing a diverse range of academic achievements. The participants hold a range of qualifications, including diplomas (18.2%), bachelor's degrees (40.9%), master's degrees (30.7%), and Ph.D.s (10.2%). The heterogeneity in educational backgrounds can offer a nuanced understanding of how the level of education may influence responses to study. Job tenure within the study participants also reflects a diverse set of experiences, with varying years of service within the Kenyan Aviation Industry. Employees with 1-5 years of job tenure account for 33% of the sample, followed by those with 6-10 years of experience at

22.3%. Additionally, respondents with 11-15 years of job tenure represent 26.1% of the sample, while individuals with 16 years and above of service make up 18.6%.

Table 4.1: Respondents' Characteristics

		Frequency	Percent
Gender	Male	109	41.3
	Female	155	58.7
	Total	264	100
Age bracket	20-29 years	71	26.9
	30-39 years	93	35.2
	40 - 49 Years	58	22
	50 and Above Years	42	15.9
	Total	264	100
Level of academic qualification	Diploma	48	18.2
	Bachelor's Degree	108	40.9
	Masters	81	30.7
	PhD	27	10.2
	Total	264	100
Job tenure	1 - 5 years	87	33
	6 - 10 years	59	22.3
	11- 15 years	69	26.1
	16 years and above	49	18.6
	Total	264	100

Source; Field Data (2023)

4.4 Factor Analysis

The study employed the Principal Component Method to investigate components that were highly connected with high-involvement human resource management practices, transformational leadership and employee innovative behaviour in order to increase the trustworthiness of the data. Components with weak or negative correlations were discarded during the analysis. The Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Test of Sampling Adequacy were employed to assess the tool's validity. All variables went through a component factor analysis using varimax rotation to extract components from each construct. Hair et al.'s recommendations were followed to remove items with a loading factor below 0.50 and retain those above 0.50. This

section details and evaluates the data after accurately allocating items to their corresponding dimensions.

4.4.1 Factor Analysis for Employee Innovative Behaviour

The principal component matrix in Table 4.3 illustrates the relationship between employee innovative behavior and its eight associated constructs. This relationship is portrayed using the varimax rotation method. Moreover, Table 4.2 includes the Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, both of which are related to employee innovative behavior. The statistical outcomes reveal the presence of a substantial Chi-Square (2) value of 712.929 with a p-value of $0.00 < .05$, as a result of the Bartlett's Test of Sphericity. Furthermore, the data satisfies the prerequisites for conducting factor analysis on the employee innovative behavior variable, as indicated by the Kaiser-Meyer-Olkin measure of sampling adequacy, which stands at 0.763, exceeding the acceptable threshold of 0.5. In addition, the results of the factor analysis in Table 4.3 demonstrate the presence of a single component accounting for 42.892% of the variance in employee innovative behavior. Notably, all items exhibit loadings exceeding 0.7 and are thus retained for subsequent analyses.

Table 4.2: Factor Analysis of Employee Innovative Behaviour

	Component 1
I look for opportunities to improve existing products, process, technology and work relationships	dropped
I recognize opportunities to make a positive difference in my work, organization, department and customers	dropped
I pay attention to non-routine issues in my work, departments and institution.	0.722
I searches out for new work methods, techniques or instruments	0.760
I feel that I am good at finding new approaches of executing my tasks	0.734
I encourage key institution members to be enthusiastic about innovative ideas	0.780
I attempt to convince people to support innovative ideas	0.704
I systematically introduce innovative ideas into work	0.663
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.763
Bartlett's Test of Sphericity, Approx. Chi-Square	712.929
Df	28
Sig.	0.000
Total Variance Explained	
Initial Eigenvalues	3.431
% of Variance	42.892
Cumulative %	42.892

Extraction Method: Principal Component Analysis.
a 1 components extracted.

Source: (*Survey Data, 2023*)

4.4.2 Factor Analysis for High-Involvement Human Resource Management

Practices

Table 4.3 presents all the components relevant to high-involvement Human Resource Management (HRM) practices, showcasing the factor loadings achieved through the varimax rotation method. Additionally, the study incorporated Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, as outlined in Table 4.4. The results from Bartlett's Test of Sphericity reveal a noteworthy Chi-Square (2) value of 2018.19 with a p-value of less than 0.05, signifying its statistical significance.

Furthermore, the data was deemed suitable for conducting factor analysis on the variable of high-involvement HRM practices, as indicated by the Kaiser-Meyer-Olkin measure of sampling adequacy, which stands at 0.690, surpassing the accepted threshold of 0.5. This aligns with findings by Leech et al. (2013) and Morgan et al. (2012), affirming the adequacy of the data for factor analysis in the context of high-involvement HRM practices.

Table 4.4, following the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy that affirmed the data's suitability for factor analysis, reveals the emergence of three components through Varimax rotation. Additionally, the table presents the collective variation explained by these components. This demonstrates the appropriateness of the items for characterizing the variable. The exploratory factor analysis (EFA) further unveils three factors, each accounting for 18.487%, 14.752%, and 11.923% of the total extracted variance, respectively. Worth noting is that, except for three items that were excluded, every other item displayed factor loading scores surpassing Hair et al.'s (2014) recommended threshold of 0.40. Consequently, these items were retained for further analysis.

Table 4.3: Factor Analysis of High-Involvement Human Resource Management Practices

	Component		
	T	JA	RP
The training we receive is adequate for our job requirements.			0.651
The training programs are relevant to our roles and responsibilities.			0.800
The trainers or instructors are knowledgeable and effective in delivering training.			0.674
The training materials and resources provided are helpful.			0.635
Our company's training programs effectively equip employees with the necessary skills to excel in their roles.			dropped
The organization has high frequency of training programs			0.582
The training programs are well-structured and organized.			0.635
The training programs offered by my company are aligned with the latest industry trends and developments			0.656
Training sessions are conducted in a manner that promotes active participation and engagement.			0.704
I have the autonomy to make decisions related to my job tasks ..		0.764	
My role allows me the freedom to choose the methods and approaches I use to accomplish tasks.		0.568	
I feel empowered to independently plan and prioritize my workload based on the requirements.		0.812	
My job offers a level of independence that enables me to utilize my skills and expertise effectively.		0.549	
I believe that having greater control over my tasks		0.882	
The level of autonomy in my job allows me to take ownership of ..		0.911	
The compensation I receive for my work is commensurate with my contributions and responsibilities.	0.739		
Compensation policies in the organization take into account the level of responsibilities associated with each role.	0.690		
The company effectively aligns rewards with employees' job.	0.770		
Promotions within the organization are conducted in a just and.	0.689		
I receive acknowledgment and recognition from my superiors when I perform my job effectively.	0.764		
The fringe benefits offered by the company are substantial	0.669		
Rotation Sums of Squared Loadings			
Total	3.882	3.098	2.504
% of Variance	18.487	14.752	11.923
Cumulative %	18.487	33.239	45.162
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.69	
Bartlett's Test of Sphericity	Approx. Chi-Square	2018.19	
	df	210	
	Sig.	0.000	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: (Survey Data, 2023)

4.4.3 Factor Analysis for Transformational leadership

A factor analysis was conducted to assess transformational leadership within the study, and the outcomes are depicted in Table 4.4. The Kaiser-Meyer-Olkin (KMO) Measure of sampling adequacy, used to determine the suitability of the data for factor analysis, yielded a KMO value of 0.79, surpassing the recommended threshold of 0.5, as advised by Hair et al. (2010). Furthermore, the Bartlett's Test, as revealed in the table, produced a significant p-value of 0.000, along with a Chi-Square (2) value of 773.62 (d.f, 28). The results indicate that transformational leadership is characterized by a single factor that accounts for 47.12% of the variance. Importantly, all seven items displayed factor loadings exceeding the recommended threshold of 0.50, in line with Hair et al.'s (2014) guidelines. Consequently, these items were deemed suitable for further analysis and retained for the study.

Table 4.4: Factor Analysis of Transformational leadership

	Component
	1
My supervisor/leader inspires me to perform at my best.	0.779
My supervisor/leader encourages me to exceed them.	0.719
My supervisor/leader is passionate about the mission and goals of .	0.682
My supervisor/leader communicates it effectively.	0.762
My supervisor/leader encourages creativity and innovation in our work.	0.657
My supervisor/leader is supportive of my individual needs and concerns.	0.696
My supervisor/leader fosters a sense of trust and mutual respect within.	0.587
My supervisor/leader leads by example and is a role model for our team.	0.583
Extraction Sums of Squared Loadings	
Total	3.77
% of Variance	47.12
Cumulative %	47.12
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.799
Bartlett's Test of Sphericity, Approx. Chi-Square	773.62
df	28
Sig.	0.000

Extraction Method: Principal Component Analysis.
a 1 components extracted.

Source: (*Survey Data, 2023*)

4.5 Reliability Analysis

To enhance the instruments' reliability, the study utilized a Cronbach's Alpha table. The criteria for reliability, as suggested by Hair et al. (2010), dictate that Cronbach's Alpha coefficients of 0.7 and above are deemed adequate for ensuring the robustness of data collection. Any questionnaire items that failed to meet this threshold were either excluded or refined. The results, as presented in Table 4.5, affirm the reliability of the constructs. Specifically, employee innovative behavior displayed a coefficient of 0.826, training exhibited a coefficient of 0.847, job autonomy achieved a high coefficient of 0.933, and reward practices attained a coefficient of 0.920. Similarly, transformational leadership showcased a coefficient of 0.840. Importantly, every construct in the study recorded a Cronbach's Alpha value exceeding the 0.7 benchmark, reaffirming the reliability of the study's constructs. This alignment with Hair et al.'s (2010) recommendation underpins the dependability of the data collected.

Table 4.5: Reliability Analysis

Variables	Cronbach's Alpha	N of Items
Employee innovative behaviour	0.826	6
Training	0.847	8
Job autonomy	0.933	6
Reward practice	0.920	6
Transformational leadership	0.840	7

Source: (*Survey Data, 2023*)

4.6 Descriptive Statistics

4.6.1 Descriptive Statistics for Employee Innovative Behaviour

The results in Table 4.6 employee innovative behaviour provides descriptive statistics for various aspects of employee innovative behavior within the airline industry in Kenya. Employees, on average, tend to pay attention to non-routine issues in their

work and workplace (Mean = 3.875, Std = 0.874). This suggests a moderate level of focus on non-routine matters, contributing to a dynamic work environment. Employees actively seek out new work methods, techniques, or instruments, with a mean score of 3.958 and a standard deviation of 0.864. This reflects a proactive approach to exploring innovative solutions. On average, employees feel confident about their ability to find new approaches to task execution (Mean = 4.000, Std = 0.799), indicating a strong self-perception of innovative skills.

The mean score for this statement is 3.856, and the standard deviation is 0.882. This result suggests that employees tend to encourage their colleagues to be enthusiastic about innovative ideas, contributing to a supportive innovation culture. Employees make efforts to convince others to support innovative ideas, as indicated by a mean score of 3.845 and a standard deviation of 0.878. This reflects active advocacy for innovative concepts.

On average, employees systematically introduce innovative ideas into their work, with a mean score of 3.833 and a standard deviation of 0.856, contributing to a culture of continuous improvement. The composite measure of overall Employee Innovative Behavior has a mean score of 3.895 and a standard deviation of 0.631. This measure represents the collective level of innovative behavior among employees, indicating a moderately high level of innovative activity within the organization

Table 4.6: Employee Innovative Behaviour

n=264	Std.			
	Mean	Deviation	Skewness	Kurtosis
I pays attention to non-routine issues in my work, departments and institution.	3.875	0.874	-0.408	-0.510
I searches out for new work methods, techniques or instruments	3.958	0.864	-0.916	1.320
I feel that I am good at finding new approaches of executing my tasks	4.000	0.799	-0.585	0.054
I encourage key institution members to be enthusiastic about innovative ideas	3.856	0.882	-0.720	0.453
I attempt to convince people to support innovative ideas	3.845	0.878	-0.474	-0.233
I systematically introduce innovative ideas into work	3.833	0.856	-0.333	-0.516
IWB	3.895	0.631	-0.381	-0.021

Source: (Survey Data, 2023)

4.6.2 Descriptive Statistics for Training

Training plays a crucial role in enhancing the skills and capabilities of employees, and its quality significantly impacts job performance and organizational effectiveness. The study assessed various aspects related to training within the context of the airline industry in Kenya in Table 4.7 .

On average, employees perceive that the training they receive is adequate for their job requirements (Mean = 3.818, Std = 0.857). This suggests a moderate level of alignment between training content and job demands. Employees generally find that training programs align well with their roles and responsibilities (Mean = 3.826, Std = 0.841), indicating a positive connection between training content and job expectations. The mean score of 3.701 and a standard deviation of 0.712 suggest that, on average, employees perceive trainers or instructors as knowledgeable and effective. This is indicative of a generally favorable view of training facilitators. On average, employees consider training materials and resources to be helpful and up-to-date (Mean = 3.758, Std = 0.781). This reflects the importance of accessible and

current training resources. The mean score of 3.780 and a standard deviation of 0.938 indicate that the organization conducts training programs with moderate frequency. This suggests that training is a recurring activity within the company. The training programs are well-structured and organized: Employees view training programs as well-structured and organized, with a mean score of 3.958 and a standard deviation of 0.819. This reflects positively on the training design and delivery.

Employees believe that training programs align with the latest industry trends and developments (Mean = 3.879, Std = 0.850). This highlights the organization's commitment to staying up-to-date. The study reveals that training sessions are conducted in a way that encourages active participation and engagement (Mean = 4.030, Std = 0.831). This signifies a dynamic and participatory training environment. The composite measure of overall training, with a mean score of 3.844 and a standard deviation of 0.472, reflects a generally positive perception of training within the organization. This indicates that, on average, employees view the training aspect favorably.

These findings collectively suggest that the airline industry in Kenya prioritizes training as an essential component of employee development. Employees tend to perceive training programs as relevant, well-structured, and conducted in a manner that encourages active participation. However, there may be opportunities for improvement in terms of the frequency of training programs and ensuring that trainers have the most up-to-date knowledge and resources for effective training. Overall, the positive perception of training indicates a commitment to enhancing the skills and competencies of the workforce within the industry.

Table 4.7: Descriptive Statistics for Training

n=264	Mean	Std. Deviation	Skewness	Kurtosis
The training we receive is adequate for our job requirements.	3.818	0.857	-0.188	-0.723
The training programs are relevant to our roles and responsibilities.	3.826	0.841	-0.241	-0.407
The trainers or instructors are knowledgeable and effective in delivering training.	3.701	0.712	-0.130	-0.181
The training materials and resources provided are helpful and up-to-date.	3.758	0.781	-0.028	-0.579
The organization has high frequency of training programs	3.780	0.938	-0.719	0.550
The training programs are well-structured and organized.	3.958	0.819	-0.508	0.445
The training programs offered by my company are aligned with the latest industry trends and developments	3.879	0.850	-0.439	0.174
Training sessions are conducted in a manner that promotes active participation and engagement.	4.030	0.831	-0.697	0.693
Training	3.844	0.472	-0.575	1.197

Source: (Survey Data, 2023)

4.6.3 Descriptive Statistics for Job autonomy

Table 4.8 presents the descriptive statistics for the variable "Job Autonomy," reflecting how employees perceive the level of autonomy in their job tasks and responsibilities within the airline industry in Kenya. The mean score of 3.659 and a standard deviation of 0.821 suggest that employees, on average, perceive that they have a reasonable degree of autonomy to make decisions related to their job tasks and responsibilities. The mean score of 3.546 and a standard deviation of 0.831 indicate that employees generally perceive that their roles allow them some freedom to choose methods and approaches for task accomplishment. Employees, on average, feel empowered to some extent to independently plan and prioritize their workload, as indicated by a mean score of 3.602 and a standard deviation of 0.950. The mean score of 3.572 and a standard deviation of 0.953 suggest that employees perceive that their

jobs offer a reasonable level of independence, enabling them to effectively utilize their skills and expertise. : Employees, on average, believe they have some degree of control over their tasks, reflected by a mean score of 3.742 and a standard deviation of 0.805. The mean score of 3.580 and a standard deviation of 0.907 indicates that the autonomy level in employees' jobs allows them to take ownership of their work outcomes and results to some extent. The composite measure of overall job autonomy has a mean score of 3.616 and a standard deviation of 0.543, suggesting that employees, on average, perceive a moderate level of job autonomy.

These findings indicate that employees in the airline industry in Kenya generally perceive that they have a moderate level of job autonomy. While this perception is generally positive, there may still be room for improvement in enhancing the autonomy and independence of employees in certain aspects of their work, which can lead to increased job satisfaction and motivation.

Table 4.8: Descriptive Statistics for Job autonomy

n=264	Std.			
	Mean	Deviation	Skewness	Kurtosis
I have the autonomy to make decisions related to my job tasks and responsibilities.	3.659	0.821	-0.458	0.171
My role allows me the freedom to choose the methods and approaches I use to accomplish tasks.	3.546	0.831	-0.747	0.795
I feel empowered to independently plan and prioritize my workload based on the requirements.	3.602	0.950	-0.793	0.776
My job offers a level of independence that enables me to utilize my skills and expertise effectively.	3.572	0.953	-0.407	-0.358
I believe that having greater control over my tasks	3.742	0.805	-0.204	-0.198
The level of autonomy in my job allows me to take ownership of my work outcomes and results.	3.580	0.907	-0.331	0.006
Job autonomy	3.616	0.543	-0.393	0.536

Source: (Survey Data, 2023)

4.6.4 Descriptive Statistics for Reward practice

The compensation employees receive for their work is generally perceived as somewhat commensurate with their contributions and responsibilities (Mean = 3.299, Std = 0.962). This indicates that, on average, there is room for improvement in aligning compensation with individual contributions. Compensation policies in the organization are perceived to take into account the level of responsibilities associated with each role (Mean = 3.455, Std = 0.922). While this is a relatively positive perception, there may still be opportunities to enhance alignment between policies and responsibilities.

The alignment of rewards with employees' job performance is perceived less favorably (Mean = 3.265, Std = 1.081), suggesting that there may be room for improvement in recognizing and rewarding high performance. Regarding promotions within the organization, there is a moderate perception that these processes are conducted in a just and equitable manner (Mean = 3.364, Std = 1.037). While this represents a generally positive view, there may still be areas where equity can be further enhanced.

Employees perceive that they receive acknowledgment and recognition from their superiors when they perform their jobs effectively, but the perception is somewhat moderate (Mean = 3.352, Std = 1.110). This implies that there may be opportunities to strengthen the recognition of employee contributions. The fringe benefits offered by the company are perceived as substantial, with a mean score of 3.405 and a standard deviation of 1.013. This indicates that employees generally have a positive view of the fringe benefits provided.

The composite measure of overall reward practice, with a mean score of 3.357 and a standard deviation of 0.756, suggests a moderately positive perception of reward practices within the organization. However, there may still be room for improvement in certain aspects, such as compensation alignment and performance recognition. In summary, the findings suggest that while the Kenyan airline industry provides substantial fringe benefits and generally maintains a moderate perception of reward practices, there are areas that could benefit from improvement. These include aligning compensation with contributions, further enhancing the recognition of high performance, and ensuring that promotions are perceived as entirely equitable. Overall, this analysis provides insights into areas where the industry can focus its efforts to strengthen reward practices and better meet the expectations and needs of its workforce.

Table 4.9: Descriptive Statistics for Reward practice

n=264	Std.			
	Mean	Deviation	Skewness	Kurtosis
The compensation I receive for my work is commensurate with my contributions and responsibilities.	3.299	0.962	-0.269	-0.013
Compensation policies in the organization take into account the level of responsibilities associated with each role.	3.455	0.922	-0.379	0.127
The company effectively aligns rewards with employees' job performance.	3.265	1.081	-0.126	-0.749
Promotions within the organization are conducted in a just and equitable manner.	3.364	1.037	-0.588	-0.005
I receive acknowledgment and recognition from my superiors when I perform my job effectively.	3.352	1.110	-0.496	-0.452
The fringe benefits offered by the company are substantial	3.405	1.013	-0.659	0.139
Reward practice	3.357	0.756	-0.714	0.296

Source: (Survey Data, 2023)

4.6.5 Descriptive Statistics for Transformational leadership

The descriptive statistics for Transformational Leadership, as indicated in Table 4.10, provide an overview of how employees perceive the leadership qualities of their supervisors or leaders within the Kenyan airline industry. The mean score for Transformational Leadership is 3.510, with a standard deviation (Std) of 0.659, suggesting a moderately positive perception of leadership qualities.

Examining the individual components of Transformational Leadership, it's evident that employees find their leaders inspiring (Mean = 3.739, Std = 1.011) and believe that they encourage them to perform at their best (Mean = 3.553, Std = 1.175). This indicates that supervisors or leaders are seen as motivators who foster a sense of striving for excellence. Furthermore, employees perceive that their leaders are passionate about the mission and goals of their team or organization (Mean = 3.689, Std = 0.895) and are effective communicators (Mean = 3.549, Std = 0.982). This reflects positively on their leaders' commitment to the organization's vision and their ability to convey it effectively to the team. The data also suggests that supervisors or leaders are viewed as encouraging creativity and innovation in their work (Mean = 3.379, Std = 0.927). This is indicative of an environment where new ideas and approaches are valued. The perception that supervisors or leaders are supportive of individual needs and concerns (Mean = 3.326, Std = 0.987) highlights their role in fostering a sense of well-being and addressing the unique requirements of team members.

In addition, the data shows that supervisors or leaders are seen as creating a sense of trust and mutual respect within the team (Mean = 3.443, Std = 0.802) and leading by example as role models (Mean = 3.405, Std = 0.880). These qualities are central to

transformational leadership, as they contribute to a positive team dynamic and organizational culture. The skewness and kurtosis values indicate that the data distribution for these components is relatively normal, without significant deviations from a normal distribution.

In conclusion, the findings suggest that the Kenyan airline industry generally experiences positive transformational leadership within the organization, with supervisors and leaders displaying qualities such as inspiration, passion, effective communication, support, trust-building, and role modeling. This is indicative of a leadership style that motivates and empowers employees, ultimately contributing to a positive work environment and the organization's success.

Table 4.2: Descriptive Statistics for Transformational leadership

n=264	Std.			
	Mean	Deviation	Skewness	Kurtosis
My supervisor/leader inspires me to perform at my best.	3.739	1.011	-0.791	0.538
My supervisor/leader encourages me to exceed them.	3.553	1.175	-0.716	-0.189
My supervisor/leader is passionate about the mission and goals of our team/organization	3.689	0.895	-0.759	0.798
My supervisor/leader communicates it effectively.	3.549	0.982	-0.430	-0.219
My supervisor/leader encourages creativity and innovation in our work.	3.379	0.927	-0.621	0.417
My supervisor/leader is supportive of my individual needs and concerns.	3.326	0.987	-0.476	0.109
My supervisor/leader fosters a sense of trust and mutual respect within the team.	3.443	0.802	-0.660	0.699
My supervisor/leader leads by example and is a role model for our team.	3.405	0.880	-0.383	0.351
Transformational Leadership	3.510	0.659	-1.071	1.804

Source: (Survey Data, 2023)

4.7 Data Transformation

The results presented in Table 4.12 reflect the transformation of the original categorical Likert scale data into interval data, enabling a more quantitative analysis of the variables related to employee innovative behaviour and perception. This transformation is essential for conducting statistical analyses and numerical comparisons of the various constructs measured. The data reveals that employees, on average, demonstrate a moderate level of innovative behavior in their work. This signifies a certain level of adaptability and creativity among the workforce. While the mean score of 3.878 suggests this positive aspect, the standard deviation of 0.654 indicates some variance in these perceptions. The slight negative skewness and kurtosis values close to zero suggest that the distribution of responses is relatively

balanced, with no significant outliers. This implies that the majority of employees have a moderately innovative approach to their tasks. Employees tend to view the training programs positively, with an average mean score of 3.704. This suggests that, on the whole, employees perceive these programs as relevant and beneficial. However, the standard deviation of 0.640 indicates some diversity in these perceptions. The negative skewness suggests a slight leftward shift in the distribution, implying that there may be a subset of employees with less favorable views. Additionally, the relatively high kurtosis suggests that responses might be slightly clustered around the mean, with some extreme views. Employees, on average, feel a relatively positive level of autonomy in their job roles, with a mean score of 3.502. This indicates that most employees believe they have a degree of control and independence in executing their tasks. The standard deviation of 0.647 highlights some variability in these perceptions, with a negative skewness indicating that some employees may perceive their autonomy less positively. The kurtosis value suggests a relatively normal distribution, indicating a typical spread of responses. Employees generally perceive a fair approach to rewards and consequences associated with their work, with a mean score of 3.381. The standard deviation of 0.746 indicates some divergence in these perceptions. The slightly negatively skewed distribution implies that some employees may hold less positive views regarding reward practices. However, the kurtosis value around zero suggests a distribution relatively close to normal.

The findings indicate that employees find the electronic systems, presumably related to various organizational processes, relatively user-friendly. The mean score of 3.461 reflects a generally positive perception. The standard deviation of 0.687 shows moderate variability in these views, while the negative skewness suggests that some

employees may have experienced challenges with the system. The kurtosis value is relatively close to zero, indicating a distribution that approximates normality. While there is an overall trend, the standard deviations highlight that individual perspectives may vary, and the skewness and kurtosis values provide insights into the distribution characteristics of the data for each variable.

Table 4.3: Data transformation

n=264	Mean	Std. Deviation	Skewness	Kurtosis
IWB	3.878	0.654	-0.581	0.439
Training	3.704	0.640	-1.164	1.623
Job autonomy	3.502	0.647	-0.400	0.187
Reward practice	3.381	0.746	-0.525	-0.083
Transformational leadership	3.461	0.687	-0.802	0.419

4.8 Assumption of Regression Model

4.8.1 Normality

This study performed normality tests using the widely used Kolmogorov-Smirnov and Shapiro-Wilk methods to make sure the data were appropriate for multivariate analysis. These techniques were advised by Ghasemi and Zahediasi (2012) and Garson (2012). Table 4.12's results demonstrate that the data's normality was not in question because the K-S and S-W tests for each variable were not significant. As a result, multivariate analysis was found appropriate for the data distribution in this investigation.

Table 4.124: Normality Test

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0.036	264	.200*	0.994	264	0.611
Standardized Residual	0.036	264	.200*	0.994	264	0.611
Studentized Residual	0.036	264	.200*	0.994	264	0.611

* This is a lower bound of the true significance.
a Lilliefors Significance Correction

Source: (*Survey Data, 2023*)

4.8.2 Multicollinearity

When the independent variables have a high correlation with one another, multicollinearity occurs. The correlation matrix, which calculates the Pearson's bivariate correlations among all independent variables, is one of the approaches available to test for multicollinearity. The magnitude of the correlation coefficients must be less than 0.80 to rule out multicollinearity. The Variance Inflation Factor (VIF), another technique, shows how much the variation in regression estimates rises as a result of multicollinearity. When VIF values above 10, multicollinearity is likely to be present. Furthermore, multicollinearity is indicated by tolerance values of less than 0.1. The findings in Table 4.13 showed that all of the independent variables' VIF values were under 10. In light of this, there was no proof of multicollinearity for all predictor variables .

Table 4.13: Multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
Training	0.394	2.538
Job autonomy	0.347	2.883
Reward practice	0.383	2.609
Transformational Leadership	0.719	1.391

Source: (*Survey Data, 2023*)

4.8.3 Linearity Test

ANOVA is one of many tests offered by SPSS that is capable of being used to evaluate the linearity assumption (Field, 2009; Garson, 2012). According to the general rule, an ANOVA's p-value of less than 0.05 indicates that the correlation between independent variables is linear, and a p-value of more than 0.05 indicates that the association deviates from linearity (Hair et al., 2010)..

According to table 4.14, which summarizes the results of the linearity tests, there is a linear relationship between employee innovative behaviour and training ($F = 259.751$, $p = .000$), job autonomy ($F = 212.254$, $p = .000$), and reward practice ($F = 199.727$, $p = .000$). The overall results indicate that all independent variables and the dependent variable (Employee innovative behaviour) have a substantial linear connection. This result shows that the linearity assumption is valid, allowing regression analysis to be used to establish the cause-and-effect relationship between the variables under consideration.

Table 4.145: Linearity Test

	ANOVA for linearity	
	F	Sig.
Employee innovative behaviour * Training	259.751	0.000
Employee innovative behaviour * Job autonomy	212.254	0.000
Employee innovative behaviour * Reward practice	199.727	0.000
Employee innovative behaviour * Transformational Leadership	317.001	0.000

Source: (*Survey Data, 2023*)

4.8.4 Heteroscedasticity Test

Homoscedasticity is the property of errors having an equal variance at all levels of independent variables (Williams et al., 2013). Levene's test, which assesses whether the variance of independent and dependent variables is equal, was employed in this

work to determine heteroscedasticity. It is implied that the group variances are not homoscedastic and are therefore unequal or heteroscedastic if the p-value of the Levene's test is statistically significant at $\alpha = .05$ (i.e., less than 0.05), which violates a fundamental tenet of linear regression models. Levene's statistic was used to calculate the p-values for each variable, and the results are displayed in Table 4.15. This shows that homoscedasticity is not a problem.

Table 4.156: Heteroscedasticity Test

	Levene Statistic	df1	df2	Sig.
Employee innovative behaviour	2.141	3	261	0.095
Training	2.385	3	261	0.069
Job autonomy	1.437	3	261	0.232
Reward practice	2.033	3	261	0.110
Transformational Leadership	1.855	3	261	0.137

Source: (*Survey Data, 2023*)

4.9 Correlation Analysis

Correlation analysis is used to determine the relationship between two variables. The strength of the relationship is measured by the correlation coefficient, which can range from -1 to 1. A positive correlation means that the two variables move in the same direction, while a negative correlation means that they move in opposite directions. A correlation of 0 means that there is no relationship between the two variables. Table 4.16 illustrates the correlation results. From the findings in table 4.16, the relationship between training and employee innovative behaviour was found to be positive and significant, $\rho = 0.719$, $p\text{-value} < 0.01$. Furthermore, the relationship between job autonomy and employee innovative behaviour was found to be positive and significant, $\rho = 0.583$, $p\text{-value} < 0.01$. The findings also showed that the relationship between reward practice and employee innovative behaviour is positive and significant, $\rho = 0.499$, $p\text{-value} < 0.01$. Additionally, there was positive and

significant correlation between transformational leadership and employee innovative behaviour, $\rho = 0.605$, p -value < 0.01 .

Table 4.7: Correlation Analysis

	IWB	T	JA	RP	TL
IWB	1.000				
Training (T)	.719**	1.000			
Job autonomy (JB)	.583**	.578**	1.000		
Reward practice (RP)	.499**	.512**	.472**	1	
Transformational leadership (TL)	.605**	.506**	.455**	.537**	1

** Correlation is significant at the 0.01 level (2-tailed).

Source: (Survey Data, 2023)

4.10 Regression Analysis

4.10.1 Model Summary

The model summary provides information about the model fit, including the R-squared value, the adjusted R-squared value, the F-statistic, and the p-value for the F-statistic. The R-squared value indicates the percentage of the variance in the dependent variable that is explained by the model. The adjusted R-squared value adjusts for the number of independent variables in the model. The F-statistic is a measure of how well the model fits the data. The p-value for the F-statistic is the probability that the model is a good fit for the data. Table 4.17 illustrates the model summary.

Table 4.17: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.755a	0.571	0.566	0.43157	1.823

a Predictors: (Constant), Reward practice, Training, Job autonomy

b Dependent Variable: Employee innovative behavior

Source: (Survey Data, 2023)

The model summary of the regression model is presented in table 4.17. Based on the model, the combined prediction of all the variables (reward practice, training, job autonomy) accounted for approximately 56.1% of the total variation in employee innovative behaviour ($R^2 = .57.1$).

4.10.2 ANOVA Model

The ANOVA model is a statistical model that is used to analyze the variance in a data set. This model is used to explain the variation in the dependent variable by the independent variables. The model is also used to test the hypothesis that the means of the dependent variable are equal. Table 4.18 highlights the ANOVA model.

Table 4.188: ANOVA Model

	Sum of Squares	df	Mean Square	F	Sig.
Regression	64.096	3	21.365	114.714	.000b
Residual	48.239	259	0.186		
Total	112.335	262			

a Dependent Variable: employee innovative behavior

b Predictors: (Constant), reward practice, training, job autonomy

Source: (*Survey Data, 2023*)

The ANOVA model showed that the joint prediction of all the independent variables as depicted in Table 4.18 above was statistically significant ($F = 114.714$, $\rho = .000$). Thus, the model was fit to predict Employee innovative behavior using reward practice, training, and job autonomy.

4.10.3 Hypotheses Testing and Discussion of Results

Hypothesis 1(H_{01}) stated that training has no significant effect on employee innovative behaviour in Kenyan aviation industry. Findings showed that training had coefficients of estimate which were significant basing on $\beta_1 = 0.526$ (p-value = 0.000 which is less than $\alpha = 0.05$). The null hypothesis was thus rejected, and it was

concluded that training had a significant effect on employee innovative behavior. This suggested that there was an up to 0.421 unit increase in employee innovative behaviour for each unit increase in training. These results are consistent with previous research studies, such as those by Sheeba and Christopher (2020), Aris et al. (2019), Tran et al. (2021), and Bos-Nehles and Veenendaal (2019), which have also emphasized the positive relationship between training and development and innovative work behavior. Sheeba and Christopher (2020) suggest that Training & Development is vital for enhancing employee performance by instilling innovative work behaviors. Aris et al. (2019) and Tran et al. (2021) emphasize the significance of training and development in fostering innovative work behavior. Additionally, the findings align with the work of Bos-Nehles and Veenendaal (2019), who found that employees' perceptions of training and development positively relate to innovative work behavior.

Hypothesis 2 (H₀₂) stated that job autonomy has no significant effect on Employee innovative behaviour in Kenyan aviation industry. However, research findings showed that job autonomy had coefficients of estimate which were significant basing on $\beta_2 = 0.154$ (p-value = 0.000 which was less than $\alpha = 0.05$) hence the null hypothesis was rejected. This indicated that for each unit increase in job autonomy, there was a 0.154 unit increase in employee innovative behaviour. These results are in alignment with prior research studies, such as those by Swaroop and Dixit (2018), Shakil et al. (2021), Siregar et al. (2021), and Suhandiah et al. (2023), which highlight the positive relationship between job autonomy and innovative work behavior. Swaroop and Dixit (2018) have pointed out the positive association between employee engagement and work autonomy, both of which are linked to innovative work behavior. Shakil et al. (2021) emphasized the causal relationship between inclusive leadership, job

autonomy, and employee innovative behavior, indicating that job autonomy plays a significant mediating role. Similarly, Siregar et al. (2021) demonstrated that job autonomy and organizational commitment significantly influence innovative work behavior in the automotive industry, and job autonomy has a positive impact on employee commitment. Suhandiah et al. (2023) supported the idea that autonomy and resiliency foster innovative behavior at work.

Hypothesis 3 (H₀₃) postulated that reward practice has no significant effect on Employee innovative behaviour in Kenyan aviation industry. Findings showed that reward practice had coefficients of estimate which was significant basing on $\beta_3 = 0.439$ (p-value = 0.000 which is less than $\alpha = 0.05$) implying that the null hypothesis was rejected, and it was concluded that reward practice had significant effect on employee innovative behaviour. These results are consistent with earlier research studies, including Khan et al. (2020), De Spiegelare et al. (2014), Thneibat (2022), Thneibat and Sweis (2023), and Yaqoob and Kitchlew (2022), which emphasize the positive relationship between reward systems, performance appraisal, and employee innovative behavior. Khan et al. (2020) demonstrated that reward systems are linked to innovative work behavior, highlighting the motivating effect of substantial rewards on employee performance. De Spiegelare et al. (2014) emphasized that a fair balance between employee effort and organizational reward systems leads to enhanced innovative behavior. Thneibat (2022) showed that performance-based rewards and developmental performance appraisal significantly affect innovative work behavior, indicating that effective performance appraisal can lead to innovative outcomes. Furthermore, Thneibat and Sweis (2023) revealed the mediating role of work engagement in the relationship between extrinsic rewards and innovative work behavior. Yaqoob and Kitchlew (2022) found that employees perceive rewards and

performance appraisal as significant factors influencing both incremental and radical innovation, with innovative work behavior mediating this relationship

Table 4.19: Coefficients of Estimate

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.728	0.174		4.198	0.000
Training	0.538	0.054	0.526	9.917	0.000
Job autonomy	0.220	0.052	0.218	4.231	0.000
Reward practice	0.114	0.043	0.129	2.635	0.009

a Dependent Variable: IWB

Source: (*Survey Data, 2023*)

4.11 Moderating Effect of Transformational leadership

The fourth objective of the study was to establish the moderating effect of transformational leadership on the relationship between high-involvement human resource management practices and employee innovative behaviour. In order to confirm the moderating role of transformational leadership, the following steps were carried out; First, the study standardized all variables to make interpretations easier afterwards and to avoid multicollinearity. Second, the study fitted a regression model (model 2) predicting the outcome variable employee innovative behaviour from the high-involvement human resource management practices (reward practice, training, and job autonomy). The effects as well as the model in general (R^2) should be significant. Third, the study added the interaction effect (transformational leadership* high-involvement human resource management practices) to the previous model (model 3, 4 and 5) and check for a significant R^2 change as well as a significant effect by the new interaction term. If both are significant, then moderation is occurring. If the predictor and moderator are not significant with the interaction term added, then complete moderation has occurred. If the predictor and moderator are significant with

the interaction term added, then moderation has occurred (Marsh *et al.*, 2013), however the main effects are also significant.

The hierarchical regression results are presented in Model 1 to 5 in Table 4.20. **H_{04a}** stated that transformational leadership does not moderate the relationship between training and employee innovative behaviour. However, the findings indicated that transformational leadership moderate the relationship between training and employee innovative behaviour ($\beta = .45, p < .05$). So, the null hypothesis was rejected. This was also confirmed by $R^2\Delta$ of 0.046 which indicate that transformational leadership moderates the relationship between training and employee innovative behaviour by 4.6%. The implication is that the transformational leadership plays an important role in strengthening the relationship between training and employee innovative behaviour among airlines Nairobi. This implies that improvements in the transformational leadership could potentially lead to increased employee innovative behaviour. The results are in line with several previous studies. Otair *et al.* (2022) and Nasir *et al.* (2022) highlight the significant influence of transformational leadership on innovative outcomes, emphasizing its role as a primary driver of employee creativity and innovative behavior. Hooi and Chan (2022) note that transformational leadership fosters a culture of innovation, which could be linked to the observed moderating effect. Yin *et al.* (2022) reveal that transformational leadership positively affects business innovation. Hoang *et al.* (2022) show that transformational leadership indirectly impacts business innovation through creative climate, employee creativity, and learning orientation. Naguib *et al.* (2018) demonstrate the significant influence of transformational leadership on organizational innovation

H_{04b} predicted that transformational leadership does not moderate the relationship between job autonomy and employee innovative behaviour. However, the regression results showed a positive and significant moderating effect of transformational leadership on the relationship between job autonomy and employee innovative behaviour ($\beta = .04, \rho < .05$). Hence, the null hypothesis was rejected. This was also supported by change of R squared of 0.0% ($R^2\Delta = .000$) indicating that the addition of the employee innovative behaviour variable does not significantly increase the explained variance in employee innovative behaviour. This implies that while the moderating effect is statistically significant, its practical impact on employee innovative behaviour might be relatively small compared to other factors affecting employee innovative behaviour behavior.

H_{04c} stated that transformational leadership does not moderate the link between reward practice and employee innovative behaviour. However, the regression results showed transformational leadership positively moderated the relationship between reward practice and employee innovative behaviour ($\beta = 0.05, \rho < .05$), rejecting the null hypothesis. The moderating effect was also revealed by change in R squared ($R^2\Delta = .000$) which means that the moderating effect of the transformational leadership has a very small impact on the relationship between reward system and employee innovative behaviour. This suggests that while the moderating effect is statistically significant, it may not be practically significant or have a large impact on the overall relationship between the variables.

Table 4.209: Moderating Effect of Transformational leadership on High-involvement human resource management practices and Employee innovative behaviour.

	Model 1	Model 2	Model 3	Model 4	Model 5
	B(S.E)	B(S.E)	B(S.E)	B(S.E)	B(S.E)
(Constant)	0.00(.02)	0.00(.07)	0.00(.02)	0.02(.02)	0.02(.02)
Zscore(T)	0.41 (.05)	0.41 (.03)*	0.38(.04)*	0.06(.19)*	-0.18(.11)**
Zscore(JA)	0.15(.05)**	0.14(.05)*	0.14(.04)	-0.35(.11)**	0.18(.14)**
Zscore(RP)	0.43(.04)**	0.42(.05)**	0.42(.06)**	0.43(.15)**	-0.42(.19)
Zscore(TL)		0.08(.05)*	0.05(.04)*	0.35(.12)*	0.53(.14)**
Zscore(T* TL)			0.45(.07)**	0.42(.19)**	0.65(.19)*
Zscore(JA* TL)				0.04(.12)	0.03(.15)
Zscore(RP* TL)					0.05(.15)
Model Summary Statistics					
R	.921	.924	.928	.930	.936
R Square	0.849	0.853	0.899	0.899	0.899
Adjusted R Square	0.847	0.851	0.899	0.899	0.899
S.E of the Estimate	0.391	0.386	0.386	0.371	0.357
Change Statistics					
R Square Change	0.849	0.004	0.046	0.000	0.000
F Change	148.381	6.515	112.717	78.644	141.741
df1	3	1	1	1	1
df2	203	202	201	200	199
Sig. F Change	0.00	0.01	0.00	0.00	0.00

a Dependent Variable: Zscore(TOT)

Source: (Survey Data, 2023)

4.12 Summary of Hypotheses Testing Results

The results presented in Table 4.21 below indicated the summary of both multiple and hierarchical regression models. Thus, the table shows (R^2) and Δ in (R^2) for both main and interaction effects as well as the decision on the formulated hypothesis.

Table 4.2110: Summary of Hypotheses Testing Results

Hypothesis Formulated	Beta (β)	ρ – values	R ²	Decision
Main Effects				
H01: There is no significant effect between training and employee innovative behaviour in Kenyan aviation industry	0.526	0.000		Rejected
H02: There is no significant effect between autonomy and employee innovative behaviour in Kenyan aviation industry	0.218	0.000		Rejected
H03: There is no significant effect between reward and employee innovative behaviour in Kenyan aviation industry	0.129	0.000		Rejected
			0.849	Rejected
Moderation – transformational leadership				
H04a: There is no significant moderating effect of transformational leadership on the relationship between training and employee innovative behaviour in Kenyan aviation industry	0.45	0.000	0.046	Rejected
H04b: There is no significant moderating effect of transformational leadership on the relationship between autonomy and employee innovative behaviour in Kenyan aviation industry	0.04	P>0.05	0.000	Accepted
H04c: There is no significant moderating effect of transformational leadership on the relationship between reward and employee innovative behaviour in Kenyan aviation industry	0.05	0.>0.05	0.000	Accepted

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The primary focus of this study was to determine the effect of high-involvement human resource management practices on employee innovative behaviour: the role of transformational leadership among Kenyan airlines. To achieve this, the study investigated the effect of training on employee innovative behaviour, effect of job autonomy on employee innovative behaviour, effect of reward practice on employee innovative behaviour and determine moderating effect of transformational leadership on the relationship between high-involvement human resource management practices and employee innovative behaviour. This chapter presents the summary of the findings, conclusions derived from these findings, recommendations, and recommendations for future research.

5.2 Summary of the Findings

The descriptive statistics showed that the findings suggest a positive perception of training within the aviation industry, with an emphasis on alignment, effectiveness, and relevance to employees' needs. Furthermore, correlation results revealed a positive and significant relationship between training and employee innovative behavior, indicating that the training programs are well-received and positively influence innovative behavior among employees. Additionally, regression results indicated that training has a significant and positive effect on employee innovative behavior, with a substantial increase in innovative behavior for each unit increase in training. These combined findings underscore the importance of training in fostering innovation and aligning employee skills with industry requirements in the Kenyan aviation sector.

Additionally, the descriptive findings suggest that employees in the Kenyan airline industry generally perceive a moderate level of job autonomy. Correlation analysis revealed a positive and significant relationship between job autonomy and employee innovative behavior. Furthermore, regression analysis demonstrated that job autonomy has a significant and positive impact on employee innovative behavior. These results highlight the importance of job autonomy in fostering innovative behavior among employees in the airline industry in Kenya, emphasizing its role in enhancing their capacity to make independent decisions and contribute to innovative solutions and practices.

Furthermore, the descriptive findings suggest a moderately positive perception of reward practices within the organization, emphasizing the provision of substantial fringe benefits. However, the findings also indicate potential areas for improvement, such as aligning compensation more closely with contributions, further enhancing the recognition of high performance, and ensuring promotions are seen as entirely equitable. The correlation results indicate a positive and significant relationship between reward practices and employee innovative behavior, while regression analysis reaffirms the influence of reward practices on promoting employee innovative behavior within the Kenyan airline industry. These results emphasize the significance of reward practices in encouraging employees to engage in innovative work behaviors and contribute to the organization's overall success.

Further, the descriptive statistics provide insight into the perceptions of transformational leadership within the Kenyan airline industry. The data suggests that employees generally view their supervisors and leaders as positive role models who inspire, communicate effectively, encourage innovation, and foster trust and support

within the organization. These qualities are indicative of a healthy leadership environment that can contribute to employee satisfaction and organizational success. The correlation analysis revealed a positive and significant correlation between transformational leadership and employee innovative behavior. This implies that in this industry, transformational leadership is associated with a greater tendency for employees to exhibit innovative behaviors. The hierarchical regression analysis, on the other hand, showed that transformational leadership moderates the relationship between training and IWB. This suggests that the influence of training on innovative behavior can vary based on the level of transformational leadership displayed by supervisors and leaders. However, it does not moderate the relationship between job autonomy and IWB or reward practices and IWB. This indicates that transformational leadership has a specific impact on the training-innovative behavior relationship within this context.

5.3 Conclusion of the Study

The findings support the assertion that training significantly influences employee innovative behavior in the Kenyan aviation industry. This underscores the importance of continuous training and development initiatives, as they contribute to a more innovative and adaptive workforce, ultimately benefiting organizations operating within this dynamic sector. The results are in line with existing research, reinforcing the idea that investing in training and development can be a key driver of innovation within the industry.

The results support the notion that job autonomy has a significant positive impact on employee innovative behavior within the Kenyan aviation industry. This highlights the importance of creating a work environment that promotes autonomy, as it can be a

catalyst for innovative work behaviors. The findings are consistent with existing research, reinforcing the idea that inculcating a sense of autonomy among employees can lead to more innovative, adaptable, and high-performing teams.

These results have practical implications for the Kenyan aviation industry, indicating that reward practices can serve as a motivating force for employees to engage in innovative behaviors. Acknowledging and rewarding innovative contributions can foster a culture of continuous improvement and creative problem-solving. The findings underscore the importance of a well-structured reward system that recognizes and incentivizes innovation among employees

Finally, the results of the hierarchical regression analyses highlight the role of transformational leadership as a moderating factor in the relationships between training, job autonomy, reward practices, and employee innovative behavior. It's clear that transformational leadership has a significant role in enhancing the influence of training and other factors on employee innovative behavior. This underscores the importance of promoting and nurturing transformational leadership within the Kenyan aviation industry.

5.4 Recommendations of Study

In the context of the Kenyan aviation industry, where adaptability, creativity, and innovative thinking are essential due to the dynamic nature of the sector, the results emphasize the importance of investing in training and development programs. These programs not only enhance the skills and knowledge of employees but also stimulate their innovative behaviors. By providing employees with the necessary training and resources, organizations in this industry can foster a culture of innovation, leading to

improved performance and the ability to effectively address non-routine cognitive task.

These findings are particularly relevant to the Kenyan aviation industry, where adaptability and innovative thinking are paramount due to the dynamic nature of the sector. The results underscore the importance of granting employees a degree of autonomy in their roles, allowing them to make decisions and utilize their expertise. Job autonomy fosters innovative behavior, which is crucial for effectively addressing non-routine cognitive tasks and adapting to the industry's ever-evolving landscape.

Finally, the results support the hypothesis that reward practices have a significant positive impact on employee innovative behavior within the Kenyan aviation industry. These findings align with prior research, suggesting that organizations in the aviation sector can enhance innovative work behaviors by implementing effective reward systems and performance appraisal processes. Such practices may lead to a more innovative, adaptable, and high-performing workforce, which is crucial for the aviation industry's success.

The results of the hierarchical regression analyses highlight the role of transformational leadership as a moderating factor in the relationships between training, job autonomy, reward practices, and employee innovative behavior. It's clear that transformational leadership has a significant role in enhancing the influence of training and other factors on employee innovative behavior. This underscores the importance of promoting and nurturing transformational leadership within the Kenyan aviation industry. Organizations that aim to foster innovation should consider investing in developing transformational leadership capabilities. While the moderating effects of transformational leadership were statistically significant, they

may not be the sole determinants of innovative behavior, and other factors also play a role. These findings contribute to a deeper understanding of how leadership styles can enhance the innovative potential of employees within the aviation industry in Nairobi.

5.5 Recommendation for Further Studies

The primary objective of the study was to determine the effect of high-involvement human resource management (HI-HRM) practices on employee innovative behavior and the moderating effect of transformational leadership in the Kenyan aviation industry. Based on the study findings, several avenues for future research are suggested: Future research could delve deeper into specific components of transformational leadership, such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Investigating how each of these components contributes to the moderating effect in the relationship between HI-HRM practices and employee innovative behavior can provide a more granular understanding of leadership's impact. While this study focused on high-involvement HRM practices, future research could broaden its scope to investigate how other HRM practices, such as motivation strategies and work-life balance initiatives, influence employee innovative behavior in the airline industry. Understanding the combined effects of various HRM practices on innovation can provide a more comprehensive view. To enhance the generalizability of findings, it would be valuable to replicate this study in different sectors or industries. A comparative analysis across sectors could reveal unique industry-specific factors affecting the relationship between HRM practices, leadership, and employee innovative behavior. Qualitative research methods, such as in-depth interviews and case studies, can provide richer insights into the experiences and perceptions of employees regarding HRM practices and leadership. This can complement quantitative findings.

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APPENDICES

Appendix I: Letter of Introduction

Dear Madam/sir,

RE: AUTHORITY TO CONDUCT ACADEMIC RESEARCH

I am currently enrolled as a student at Moi University, pursuing a Master's degree in Business Administration through the Executive Program. As part of my academic journey, I am conducting a research study focused on investigating the *effect of high-involvement Human Resource Management practices and Transformational Leadership on employee innovative behavior within the Kenyan Aviation Industry*.

Given the significance of your insights, you have been specifically chosen to take part in this study by providing valuable information. I kindly request your participation in completing the enclosed questionnaire with as much accuracy as possible. Your responses are essential in ensuring the study's objectives are met effectively. Please rest assured that any information you provide was treated with the utmost confidentiality and solely utilized for the purpose of advancing my academic research. Your contribution will greatly contribute to the depth and quality of this study.

Thank you.

Yours faithfully,

ELIZABETH WANJIKU NDERI.

Appendix II: Questionnaire

Questionnaire

Kindly respond to all the questions to the best of your knowledge. Responses should be in form of a tick (√) or a cross (X) and should be placed in the appropriate box matching your view of the stated issues. Alternatively, or where necessary, please write the responses in the Spaces provided.

You are assured that this information will only be used for academic purposes and utmost confidentiality was ensured.

PART A: DEMOGRAPHIC INFORMATION

1. What is your Gender?
Male () Female ()
2. What is your Age Bracket?
20-29 ()
30-39 ()
40-49 ()
Above 50 ()
3. Level of academic qualification
PhD ()
Masters ()
Bachelor's Degree ()
Diploma ()
4. Number of Years working the airline

PART II: INNOVATIVE WORK BEHAVIOUR

5. Kindly, to what extent do you agree on the following statements on your innovative work behaviour? This is for academic purposes only and information provided is confidential. 5 = Strongly Agree, 4 = agree, 3= neutral, 2 = disagree, 1 = Strongly Disagree

INNOVATIVE WORK BEHAVIOR		1	2	3	4	5
IWB1	I look for opportunities to improve existing products, process, technology and work relationships					
IWB2	I recognize opportunities to make a positive difference in my work, organization, department and customers					

IWB3	I pays attention to non-routine issues in my work, departments and institution.					
IWB4	I searches out for new work methods, techniques or instruments					
IWB5	I feel that I am good at finding new approaches of executing my tasks					
IWB6	I encourage key institution members to be enthusiastic about innovative ideas					
IWB7	I attempt to convince people to support innovative ideas					
IWB8	I systematically introduce innovative ideas into work					

PART III: TRAINING

6. Kindly, to what extent do you agree on the following statements on the training of your airline? This is for academic purposes only and information provided is confidential. 5 = Strongly Agree, 4 = agree, 3= neutral, 2 = disagree, 1 = Strongly Disagree

		5	4	3	2	1
T1	The training we receive is adequate for our job requirements.					
T2	The training programs are relevant to our roles and responsibilities.					
T3	The trainers or instructors are knowledgeable and effective in delivering training.					
T4	The training materials and resources provided are helpful and up-to-date.					
T5	Our company's training programs effectively equip employees with the necessary skills to excel in their roles.					
T6	The organization has high frequency of training programs					
T7	The training programs are well-structured and organized.					
T8	The training programs offered by my company are aligned with the latest industry trends and developments					
T9	Training sessions are conducted in a manner that promotes active participation and engagement.					

PART IV: JOB AUTONOMY

7. Kindly, to what extent do you agree on the following statements on job autonomy in your airline? This is for academic purposes only and information provided is confidential. 5 = Strongly Agree, 4 = agree, 3= neutral, 2 = disagree, 1 = Strongly Disagree

		1	2	3	4	5
A1	I have the autonomy to make decisions related to my job tasks and responsibilities.					
A2	My role allows me the freedom to choose the methods and approaches I use to accomplish tasks.					
A3	I feel empowered to independently plan and prioritize my workload based on the requirements.					
A4	My job offers a level of independence that enables me to utilize my skills and expertise effectively.					
A5	I believe that having greater control over my tasks					
A6	The level of autonomy in my job allows me to take ownership of my work outcomes and results.					

PART V: REWARD SYSTEM

8. Kindly, to what extent do you agree on the following statements on the reward your airline? This is for academic purposes only and information provided is confidential. 5 = Strongly Agree, 4 = agree, 3= neutral, 2 = disagree, 1 = Strongly Disagree

		1	2	3	4	5
RS1	The compensation I receive for my work is commensurate with my contributions and responsibilities.					
RS2	Compensation policies in the organization take into account the level of responsibilities associated with each role.					
RS3	The company effectively aligns rewards with employees' job performance.					
RS4	Promotions within the organization are conducted in a just and equitable manner.					
RS5	I receive acknowledgment and recognition from my superiors when I perform my job effectively.					
RS6	The fringe benefits offered by the company are substantial					

PART V: TRANSFORMATIONAL LEADERSHIP

9. Kindly, to what extent do you agree on the following statements on the transformational leadership in your airline? This is for academic purposes only and information provided is confidential. 5 = Strongly Agree, 4 = agree, 3= neutral, 2 = disagree, 1 = Strongly Disagree

		5	4	3	2	1
TL1	My supervisor/leader inspires me to perform at my best.					
TL2	My supervisor/leader encourages me to exceed them.					
TL3	My supervisor/leader is passionate about the mission and goals of our team/organization					
TL4	My supervisor/leader communicates it effectively.					
TL5	My supervisor/leader encourages creativity and innovation in our work.					
TL6	My supervisor/leader is supportive of my individual needs and concerns.					
TL7	My supervisor/leader fosters a sense of trust and mutual respect within the team.					
TL8	My supervisor/leader leads by example and is a role model for our team.					

Appendix III: University Authorization Letter



**MOI UNIVERSITY
SCHOOL OF BUSINESS AND ECONOMICS
POSTGRADUATE OFFICE**

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Email: hodmarketing@mu.ac.ke

P.O. Box 3900-30100
Eldoret Annex Campus
ELDORET, Kenya

MU/SBE/ML/PG/33

11th October, 2023

TO WHOM IT MAY CONCERN

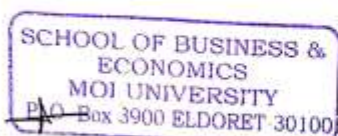
Dear Sir/Madam

RE: WANJIKU ELIZABETH NDERI - EASA/EMBA/0237/22

The above-named is a student of Moi University, School of Business and Economics. She is undertaking Executive Master of Business Administration (Aviation Option). Ms. Wanjiru has successfully completed her coursework, defended her proposal, and is proceeding to the field to collect her research titled *"high-involvement Human Resource Management practices and Transformational Leadership on employee innovative behaviour within the Kenyan Aviation Industry"*

Any assistance accorded to her will be highly appreciated.






Yours faithfully,



**PROF. RONALD BONUKE
POSTGRADUATE CHAIR, SBE**

RB/cj

Appendix IV: NACOSTI Letter

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 810642	Date of Issue: 09/December/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Miss.. Elizabeth Wanjiku Nderi of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECT OF HIGH INVOLVEMENT HUMAN RESOURCE MANAGEMENT PRACTICES. , TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE INNOVATIVE BEHAVIOUR IN KENYAN AVIATION INDUSTRY for the period ending : 09/December/2024.</p>	
License No: NACOSTI/P/23/31001	
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	Verification QR Code 
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