EFFECT OF CORPORATE STRATEGY IMPLEMENTATION ON GROWTH OF AVIATION SECTOR IN KENYA: A CASE OF KENYA CIVIL AVIATION AUTHORITY

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DECLARATION

I declare that this applied research project is my original work and that it has not been presented in any other university for academic work.

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SUPERVISOR'S DECLARATION

This applied research project was conducted under my supervision and is submitted for presentation with my approval as the University supervisor.

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DEDICATION

I dedicate this work to my lovely wife Galgallu and the three children Liban, Darartu and Ebisa for their unwavering support and understanding throughout this learning process. They are my key cheerleaders in this learning process and motivation to continue fighting on and thank your encouragement and support.

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ABSTRACT

Strategic implementation is considered as a key component of organizational growth and success in the recent times of a competitive business environment. Organizational leaders are bound to craft and successfully implement strategies to compete and remain relevant in the global business discourse. However, more often organizations craft good strategies but fail at the implementation phase and thus encounter several challenges including resistance to accept change by the internal stakeholders and rigidity on the side of management, ineffective communication and inadequate monitoring and evaluation programs. This study was therefore set out to assess the effect of corporate strategy implementation on growth of aviation sector: A case of Kenya Civil Aviation Authority. More specifically, the study sought to determine the influence of strategic leadership, strategic communication and strategic monitoring and evaluation on growth of aviation sector: A case of Kenya Civil Aviation Authority. The dynamic capability theory, contingency theory and the theory of growth of the firm were used to anchor the study. Explanatory research design was adopted in this study targeting 230 staff of Kenya Civil Aviation Authority and with use of stratified random sampling, a total of 146 respondents were selected. Primary data was collected using structured questionnaires that had been designed using the existing scales and respondents were issued with questionnaires with 135 correctly filled and returned accounting for 93 percent of the total respondents. Piloting was done to determine instrument reliability while the supervisor and experts were used to establish instrument validity. The data analysis was done through SPSS version 26 means and standard deviations as well as regression analysis and presented through tables and figures. The analysis indicated that strategic leadership ($p=0.029<0.05$), strategic communication ($p=0.031<0.05$) as well as strategic monitoring and evaluation ($p=0.000<0.05$) were all significant enablers of growth of Kenya Civil Aviation Authority. The study concluded that corporate strategy implementation is a significant predictor of organizational growth. It was recommended that the top management team at KCAA should improve on their strategic leadership practices through constant sharing of its visions and strategic goals to all employees and other stakeholders. Strategic communication at KCAA can be improved by ensuring all stakeholders are adequately briefed and informed of the strategy implementation efforts and endeavors. The management team working at Kenya Civil Aviation Authority should have in place an implementation framework that can provide clear guidelines on the strategic implementation process.

DEFINITION OF TERMS

Growth	Is the process of increasing in size, expansion of operations.
Growth	It is reflected in employment created, new products developed, sales revenues, operating capacity and an improvement in the oversight role.
Strategic Communication	It is sensitization of employees, public relation, awareness creation and communication of the strategic plan implementation process to staff in an organization
Strategic Implementation	Is putting in place mechanisms and programs for carrying out developing strategies for organizational growth.
Strategic Leadership	It entails vision and mission ownership, employee involvement as well as stakeholder engagement
Strategic Monitoring and Evaluation	It encompasses the implementation frame work, work plan development, process review, control measures and reporting as well as adaptation to changing during the strategic plan implementation process in an organization.
The Aviation Sector	Encompasses all aspects of air travel and the activities that help to facilitate it such as airlines, airports, aircraft

	manufacturing and maintenance, aviation training, aviation personnel licensing, air navigation services among others.
Corporate	It is an entity formed under specific law of the country and has its ownership separate from management**.**

LIST OF ABBREVIATIONS AND ACRONYMS

BoD Board of Directors

CAA Civil Aviation Act of 2002

CEO Chief Executive Officer

CFO Chief Financial Officer

CIO Chief Information Officer

CMO Chief Marketing Officer

COO Chief Operating Officer

CSO Chief Sustainability Officer

GoK Government of Kenya

ICAO International Civil Aviation Organization

KAA Kenya Airports Authority

KCAA Kenya Civil Aviation Authority

KEMRI Kenya Medical Research Institute

KPI Key Performance Indicators

M&E Monitoring and Evaluation

NACOSTI National Commission of Science, Technology and Innovation

NCC Nairobi City County

CSI Corporate Strategic Implementation

SMEs Small and Medium Enterprises

TMT Top Management Team

UNEP United Nations Environmental Program

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter covers the background of the study highlighting the key study variables, statement of the problem, purpose as well as the objectives guiding the study. The research questions, significance of the study, scope of the study, delimitations and limitations of the study are also outlined in this chapter. The assumptions, theoretical and conceptual frameworks underpinning the study are also discussed in this chapter. The independent variables in this study were strategic leadership, strategic communication as well as strategic monitoring and evaluation while organization growth formed the dependent variable of the study in a case study of Kenya Civil Aviation Authority.

1.2 Background of the Study

There are a variety of approaches used to measure organizational growth, however organizational growth essentially means a dynamic measure of change over time including increase in sales revenue, additional number of employees and acquisition of more assets and capabilities (Walters, 2020).

Organizational growth is one of the key goals that guide the operations of any company and enterprise whether the company is for profit making or non-profit making organization. From the strategic point of view, growth allows the organization to expand its operations and scale, increase the customer base and in return generate more revenues especially in profit-oriented organizations (Zafar & Akhtar, 2020). In the public sector organization that is not necessarily concerned with generation of profits, growth allows them to provide quality and consistent services that meet the

specifications of customers and public expectations and organizations that grow quickly may face challenges when it comes to funding its growth prospects and sustaining the operations (Glombik, 2020). In fact, most organizations leverage on growth as a measure of effectiveness and efficiency in the operations. Literature on organizational growth generally presents several growth measures that include sales revenues, acquisition of more assets and increase in the number of employees (Sebastian & Allensworth, 2019).

Successful strategic implementation allows firms to achieve growth potential and this growth of an organization after implementation of strategies can be in terms of increased sales revenues, expansion of the operations in size that will call for more employees and additional assets acquisition (Jacob & Ndubuisi, 2022). This would in turn translate to an increase in operating capacity of the organization and evidence from developed countries like Denmark provides an indication that organizations have realized the importance of successful strategic implementation in supporting growth (George, 2021).

Empirical evidence links the strategic implementation and organizational growth in developed countries including Yokomizo (2020) although it was limited to the manufacturing sector but evidently documented that strategic leadership and effective communication were ingredients in realization of the organizational growth. In the United States of America, the study carried in the insurance sector away from aviation, by Varelas, Marjanovic and Orville (2023) noted that the strategic leadership is a critical component with the potential to shape and influence the growth of the firm. With specific focus on India.

Africa is emerging as one of the most competitive continents across the world in the aviation sector and this has been evidenced by efforts made by the respective partner states to support and promote a resilient and economically promising aviation industry (Njoroge & Samunderu, 2020). In realization of the same, countries like Nigeria, Ghana, South Africa, Uganda and Tanzania have partnered to ensure effective strategic implementation as far as resilience of their overall aviation sectors are concerned. As observed by Njoroge and Samunderu (2021), the aviation sector in Africa has been marred by numerous challenges of growth ranging from poor infrastructure development, restrictive movement, unfavorable tax regime among others, challenges that most member countries are striving to counter.

In Kenya, Ireri and Deya (2019) pointed out that successful strategic implementation for growth of a firm requires the adoption of latest information technologies and the need to allocate adequate resources as well as having a supportive structure of the organization. According to Munyao (2019), the degree of specialization of the employees, departmentalization, span of control and the chain of command are salient aspects of organizational structure that collectively inform and support successful strategic implementation to allow the organization to expand its operations thus in turn grow. Kiprotich and Moronge (2019) indicated that clear communication and sound leadership practices play an instrumental role during the implementation of strategies for realization of organizational growth. According to Cai (2023), successful strategic implementation requires effective and impactful communication, regular monitoring and evaluation and leadership that drives the implementation of strategies.

According to GoK (2022), Kenya has a relatively vibrant and growing aviation industry which has been regarded as a regional hub for most countries across East Africa and beyond. The aviation industry in Kenya has capability to handle the needs of local and international airlines and other aviation players. However, in the recent past, the growth of the aviation sector in Kenya has remained a challenge by lagging compared to the rest of the world and that Kenya's aviation sector lags behind other regions across the world such as regions of the Asia Pacific and Middle East. However, Africa's aviation sector, Kenya included, seems to be growing at a faster rate compared to Europe, Caribbean and Latin America, North America and the rest of the world (ICAO, 2022).

1.2.1 Growth of Aviation Sector in Kenya

Growth refers to the advancement of the organization to consider the demands of the markets both in present circumstance and in the near future and the dynamic challenges encountered in the marketplace. Growth of the organizations can be in terms of operational expansion, new market development, opening new branches and sites, introduction of new services, lines of production and products among other aspects of growth and that the organizational growth is achieved by laying out strategies and programs that advance the growth aspirations thus corporate strategic implementation therefore is a key driver for the organizational growth.

However, organizational growth means different things to different organizations and that there are many parameters an organization can select to measure its growth aspects, and the key and meaningful yardstick is one that shows progress with respect to an organization's stated goals and aspirations and the ultimate goal of most companies is making profit and more specifically net profit, increased in revenue, and

other aspects of financial analysis are often utilized as bottom-line indications of organizational growth while other business owners use sales figures, number of employees, physical expansion, or other criteria to analyze organizational growth (Sungyong, Eggers & Daniel, 2021).

The study conducted by Sungyong, Eggers and Daniel (2021) at Kenya Medical Research Institute revealed that strategic planning if well implemented in the organization is effective and positive towards growth and that strategic planning is appropriate, suitable, and reasonable and accepted to the organization for the organization to develop. The study clearly indicated that strategic planning exists at KEMRI and helped the organization evaluate its business by identifying its long-term goals, objectives, organizing its workforce, monitoring performance and allocating resources thus enhancing performance in terms of growth. The researchers' recommendations were that the set objectives if clear, precise and measurable, and when organizations seek more funds which should be directed to research instead of administration, create structures that enable individual teams deal with specifications and carrying performance review process enabled the actual performance were adequately measured and reviewed thus helping the organization to attain ISO standards to support continuing improvement and enhanced performance.

The above findings show that strategic innovation is critical to the growth and success of firms and that strategic innovators are better positioned to adapt to market dynamics, capitalize on emerging possibilities, and differentiate themselves from competition. The study identified strategic innovation, business model innovation, customer-centric initiatives, and strategic alliances as key growth factors.

In a study conducted by Odour, (2023) involving real estate firms in Nairobi County, the findings provide useful insights for real estate enterprises and industry participants, laying the groundwork for the development of strategies and policies that promote innovation and growth in the real estate sector. The study informed that firms working in the Nairobi real estate business therefore can position themselves for long-term growth and competitive advantage by using strategic innovation and strategic implementation and the study concluded by highlighting the significance of strategic innovation in the growth of enterprises in the Nairobi real estate industry and real estate enterprises in Nairobi may navigate the volatile market situation and achieve long-term growth by embracing strategic implementation and innovation.

Growth of the organizational is reflected in several indicators like job opportunities created, new products developed, and sales revenues generated. Through organizational growth, an organization can expand its operating capacity (Pramono, Sondakh, Bernarto, Juliana & Purwanto, 2021). For regulatory bodies like the case of Kenya Civil Aviation Authority, growth implies an improved ability to achieve its main mandate of oversight and its capacity on the facilitative role of aviation sector growth and advancement. Thus, in this study, growth of Kenya Civil Aviation Authority was measured through five indicators which include creation of employment, new product development, increased revenues, and expansion of operating capacity as well as improved oversight role.

1.2.2 Corporate Strategy Implementation

Strategy implementation is a backbone of strategic management practices in an organization, and it relates to translation of identified strategies into actions and activities that move organization forward. Implementation is a critical process of the

formulated strategies as most of them fail at this stage and most organizations with well formulated strategies one out of ten fail during the implementation stage (Errida & Lotfi, 2021) and most of the organizations have realized the value of implementation of strategies in remaining viable and competitive while responding to changes in the operating environment. Strategic implementation is therefore a critical activity in the organization development since it determines failure or success rates of the firm, and this is because corporate strategy implementation is a very vital activity that outlines the future strategic direction that the firm should take (Mailu & Kariuki, 2022).

In a study carried out among non-governmental organizations in Nairobi County, Mailu and Kariuki (2022) discovered that strategic thinking has a positive and significant effect on the performance of the organization and that strategic direction has a positive significant effect on the performance of the Non-governmental Organizations in Nairobi County.

Jain and Trehan (2019) outlined that strategy allows management and organizational leaders to dream and have big visions to take the companies to another level of growth and progress. According to Alex and Pooya (2020), effective corporate strategy implementation is a critical component of organizational success and a potential source of competitive advantage, growth excellence and that despite these positive outcomes and increased attention, research on corporate strategy implementation and its impact on organization growth remains a disparate constellation of recommendations case studies, and empirical work that provides insight but lacks a cohesive and concluding framework for adequate implementation. They argued that as a result, corporate strategy implementation researchers most often

treat implementation as a black box and overlook sources of performance heterogeneity derived from differences in strategy implementation effectiveness.

They averred that strategy implementation effectiveness is a critical element of organizational performance and a necessary antecedent to the evaluation of the quality of formulated strategies and the resultant implementation framework put in place to achieve the desired organizational goal for growth and progress and however, not all organizational corporate strategy implementation results to the desired outcomes and more often than not the formulated strategy is not adequately implemented as desired thus lapse in adequacy of implementation..

According to Martin, Inger & Helene, (2021), corporate strategy implementation (CSI) is a significant managerial and organizational challenge as many practitioners struggle to make strategies actionable and to achieve intended results and purpose. They argue that there is no unified body of research on CSI and that it has caused challenges for academics aiming to contribute to a research-based body of knowledge on corporate strategy implementation and that to remedy this problem, they drew on the strategy as practice perspective and conceptualize CSI as a particular type of strategy work, manifest in the activities, actors, and tools through which strategy is executed and thus conceptualising framework allows to synthesize the fragmented literature into five implementation practices as structure and process matching, resource matching, monitoring, framing, and negotiating. They showed how these implementation activities operate at different levels and involve different actors and tools. With its emphasis on what managers and other people do within specific structural, temporal, and material arrangements, the strategy as practice perspective offers exciting opportunities for future implementation research.

Successful strategy implementation requires sufficient and commitment at the strategic leadership level from the organizational leaders and buy-in of employees and other stakeholders, effective and impactful communication, adequate and continuous monitoring and evaluation of implementation frameworks (Luseno, 2021). Existence of strategic and visionary leadership is a backbone of successful and sound strategic implementation in any organization (Khan, 2023). Poor leadership has been identified as one of the reasons for failure of corporate strategic implementation in many organizations (Khan, 2023). Effective flow of information through communication to all the stakeholders is essential for successful strategic implementation (Jasti, Livesey, Oppenheimer, & Boyce, 2019) and effective and efficient review and monitoring activities during strategic implementation add value to the process and correct the diversions noted in the implementation stage.

This study therefore used strategic leadership, strategic communication and strategic monitoring and evaluation to measure the effect of corporate strategy implementation on organizational growth with a case of Kenya Civil Aviation Authority as discussed in the sections below.

1.2.2.1 Strategic Leadership

Strategic leadership, in its simplest form, is leadership that manifests at the highest level of an organization, which includes the board of directors (BOD) and the members of the top management team (TMT), such as the chief executive officer (CEO), chief financial officer (CFO), chief information officer (CIO), chief marketing officer (CMO), chief operating officer (COO), and chief sustainability officer (CSO) as well as general managers (GMs) and leaders of strategic business units (SBUs) and thus, many complex definitions of strategic leadership exist across the different jurisdictions and

organizational philosophies (Anjali Singh, Weng Marc Lim, Sumi Jha, Satish Kumar & Maria Vincenza Ciasullo, 2023).

According to Shao (2019), strategic leadership can be comprehensively described as leadership that is focused on strategic consequences such as economic, environmental, social for organizations whether such organizations are multinationals, small and medium enterprises, which can be driven by tasks that include but transcend beyond strategic visioning, encapsulating a wide range of high-level administrative governance, engagement, innovation and improvement, operational, and supervisory tasks for an at organizational leadership without being confined to any leadership style including authentic, autocratic, bureaucratic, democratic, transactional, transformational, servant or value such as self-regarding, other-regarding.

Strategic leadership has significant effect on successful formulation and implementation of strategies and various leadership concepts support the idea that managers who apply leadership roles effectively score higher than those who do not, and managers having a collection of leadership behaviors and play those roles regularly are viewed as more successful, not merely by their team but as well as their superiors and peers. However, the high disappointment rate of implementation endeavors is well evidenced, and numerous obstructions for corporate strategy implementation still exist.

Strategic leadership is measured through several indicators, and these include the vision and mission of the organization, active involvement of employees and other stakeholders in decisions of the firm. The essence of a strategic leader is to share the vision and mission of the organization to other employees and to ensure they comprehend such vision and mission (Samimi, Cortes, Anderson & Herrmann, 2022). In this study,

strategic leadership was measured through mission and vision ownership, employee involvement as well as stakeholder engagement.

1.2.2.2 Strategic Communication

According to Ansgar, Dejan, Howard and Kelly (2020) strategic communication encompass all communication that is substantial for the survival and sustained success of an entity or organization and more specifically, strategic communication is the purposeful use of communication by an entity to engage in conversations of strategic significance to its goals in all kinds of organizations and thus communication can play a distinctive role for the formulation, revision, presentation, execution, implementation, and operationalization of strategies of an enterprise.

Sophia and Ansgar (2020) outlined that strategic communication both as an outcome and an ongoing process and introduce a distinction between primary and secondary alignment and the new framework combines the multiple perspectives and types of alignment discussed so far, differentiating between external and internal alignment, intra functional and cross-functional alignment, management strategy activities alignment and process, structure, culture and people alignment.

Strategic communication has been measured differently in literature, through employee sensitization, public relation and creating awareness from an organizational point of view and it is important for managers in an organization to take an active role and communicate the progress attained in the implementation of the strategic plan to employees to avoid uncertainties and tension (Zerfass, Verčič, Nothhaft & Werder, 2020) and in this study, strategic communication was measured through employee sensitization, public relation, organizational wide awareness creation as well as communication of the implementation process.

1.2.2.3 Strategic Monitoring and Evaluation

Strategic monitoring and evaluation have received considerable attention in the strategic management literature and evidently successful strategy implementation requires an effective implementation framework with a clearly developed work plans that are regularly monitored and evaluated for congruence and compliance and that there is need for constant process review with clear control measures and hence the role of monitoring during strategy implementation revolves around reporting and updating on probable challenges (Madzimure & Mashishi, 2021).

While there is abundant research on how to formulate strategies and several models of strategic positioning have been advanced, there is still scanty academic research about how to conceptualize and measure strategy execution and according to Carla Albuquerque de Oliveira, Jorge Carneiro, Felipe Esteves (2019), most of the relatively scarce literature on strategy execution has been produced in consultancy areas and directed to a practitioner audience, but not oriented to theory development and in their study, they propose a conceptual and operational model of the strategy execution construct where they tested it in a sample of 276 firms. The conceptual model, which was developed with the help of top-level executives and academicians specialized in strategy and organizational studies, included causes of actions to be implemented to execute the strategy and consequences as expected from such actions.

The monitoring of plans in a strategic context aims to do more than accumulate and corroborate breadth and depth of all information requirements of a complex organization. Strategic monitoring, whilst including the quantitative role of gathering facts to improve analytical decision-making, is necessarily qualitatively involved with the fostering of relationships with various tiers of authorities and associations, and with environmental groups. The system requirements of qualitative monitoring are not always as reliant upon

specialized, sophisticated computer monitoring as upon flexible organizations of internal staff who are encouraged, at the earliest phases of decision-making, to investigate the deficiencies and criticisms of county plans. Qualitative monitoring is a more sensitive instrument for determining how politics affects planning, and vice versa, and for gradually reconciling conflicts.

The strategic monitoring and evaluation significantly and positively influence the organizational performance of supermarkets in the 14 selected Counties of Kenya and that supermarkets that had have a monitoring plan often engages the stakeholders and reviews the implemented strategies with analysis affirming that majority of the supermarkets have a monitoring plan and a risk assessment plan, often review their strategies, have a corrective and control mechanism to correct any deviations from the strategy, assess the performance of supermarkets as per the set target KPIs and engages in bench-marking with other firms. The study recommends that supermarkets integrate the practices of strategic monitoring and evaluation in equal measures to ensure every strategy renders the supermarket the maximum organizational performance possible and that supermarkets need to optimize their evaluation processes to ensure they are comprehensive, aligned with strategic objectives, and have a robust monitoring plan for executing the strategies (Abdifatah, Nancy, Paul, & Moses, 2024).

In this study, strategic monitoring and evaluation was measured through implementation framework, work plan development, control measures, process review and regular reporting and updating on challenges.

1.2.3 Aviation Sector in Kenya

Kenyan aviation sector encompasses aviation state agency regulator as Kenya Civil Aviation Authority, different airports and airstrips located in various parts of the country

run and managed by Kenya Airports Authority (KAA), airlines which have both local and international players such as Kenya Airways, Aircraft maintenance organizations, aviation training schools among other players. The establishment of the Kenya Civil Aviation Authority (KCAA) on 24th October 2002 was informed by the enactment of Civil Aviation Act, (CAA) 2002 that was later amended in 2013 whose essence is to regulate the overall aviation sector in Kenya and to ensure a safe, secure and efficient aviation system across the county. The authority has a staff complement of 800 in total stationed at different airports and at other aviation installations located within the country, majority of them operating at the Authority's headquarters located at Jomo Kenyatta International Airport. The operations of KCAA are in line with the Civil Aviation Act, 2013 and it plays a critical role of encouraging investment in domestic and international air operations and other aviation infrastructure, and this helps to implement Kenya's Vision 2030 that seeks to improve the state and profile of Kenya as a country by the year 2030 to middle income economy (Kameri-Mbote, Kamunge & Yatich, 2021). Growth of this important and facilitative agency is instrumental to improve its capacity to fully realize the role it plays for the growth of the aviation sector in Kenya hence the motivation of this study on the effect of successful strategic implementation on the organizational growth at Kenya Civil Aviation Authority.

1.3 Statement of the Problem

Organizational growth of the Kenya Civil Aviation Authority has remained a problem as evidenced by low new product development, diminished revenue generating potential and non-optimized operating capacity. This in turn has contributed to its inability to achieve its core mandate of regulating the entire aviation sector in Kenya for safety and aviation security. These concerns were buttressed by Makau, Auya and Bor (2024) who noted that indeed, safety has been a challenge in the aviation sector as demonstrated by

rising number of encroachments in the airport space creating safety issues, a challenge that could have been resolved by Kenya Civil Aviation Authority as one of its core mandates is aviation safety and security if the organization have been implementing its strategies adequately. In terms of revenue creation, Muli, James and Muriithi (2019) noted that remittance of the revenues generated by Kenya Civil Aviation Authority to the exchequer has remained sub-optimal, creating further challenges about its growth.

Furthermore, effective and successful strategic implementation has long been linked with superior growth of the firm; this has been confined in developed countries like the United States, United Kingdom, and China among others. Kenya needs a strong and vibrant aviation sector that can contribute to the overall development of the entire economy. The existing empirical evidence linking strategic implementation and growth of an organization like in the case of Kenya Civil Aviation Authority are mixed and only serve to provide premature conclusions on the nature of the relationship between these two variables.

Available studies like Ndegwa (2022) adopted performance as a dependent variable that is conceptually different from organizational growth. Ireri and Deya (2019) covered automobile companies in Kenya with performance and not growth as the dependent variable. To the best of the existing gaps therefore, there is scanty of literature linking strategic plan implementation and growth especially in the context of KCAA. It is against this background, that this study sought to establish the effects of strategic implementation on organizational growth of Kenya Civil Aviation Authority. It is anticipated that by carrying out this study, a model would be presented for successful strategic implementation that can aid in solving the problems of the growth of Kenya Civil Aviation Authority.

1.4 Purpose of the Study

The purpose of the study was to establish the effect of corporate strategy implementation on organization growth in the aviation sector was to establish the impact of corporate strategy implementation on organizational growth with key focus on the independent variables of strategic leadership, strategic communication and strategic monitoring and evaluation.

1.5 Objectives of the Study

The study was guided by both the general and specific objectives as indicated below.

1.5.1 General Objective

The general objective of this study was to assess the effect of corporate strategy implementation on growth of aviation sector in Kenya: A case of Kenya Civil Aviation Authority.

1.5.2 Specific Objectives

The study was guided by the following specific objectives.

i. To determine the influence of strategic leadership on growth of aviation sector in Kenya.
ii. To establish the influence of strategic communication on growth of aviation sector in Kenya
iii. To analyze the influence of strategic monitoring and evaluation on growth of aviation sector in Kenya.

1.6 Research Hypotheses

The study sought answers to the following research questions.

H_{o1}: Strategic leadership has no significant influence on growth of aviation sector in Kenya.

H_{o2}: Strategic communication has no significant influence on growth of aviation sector in Kenya.

H_{o3}: Strategic monitoring and evaluation have no significant influence on growth of aviation sector in Kenya.

1.7 Significance of the Study

The top management team including the board of directors and managers of Kenya Civil Aviation Authority and other aviation sector players are expected to leverage on the findings of this study to adopt sound leadership, communicate with impact and monitor and evaluate for successful implementation the formulated strategies to take the organization to the next level of growth to play an active oversight and adopt sound practices for successful strategic implementation. The sectional and departmental heads at KCAA and other aviation personnel are expected to leverage the findings of this study to play an active role in strategic implementation. The policy makers and strategists at different levels of leadership in government and other practice are expected to utilize this study in guiding the policy formulation processes and strategic management framework to take organizations to new levels of growth and development including leaders working in larger transport sector and regulatory agencies in Kenya contributing significantly to the growth and development of all aspects of Kenyan economic sectors thus strategic direction has an impact on the overall growth of an economy.

Researchers and academicians with research interests in the field of strategic management would benefit from the study and for its contribution to the available literature on corporate strategy implementation and growth of firms and thus information would be useful for the researchers carrying out related studies in future.

1.8 Scope of the Study

The focus of this study was on assessing the effect of corporate strategy implementation on growth of aviation sector in Kenya with a case study of Kenya Civil Aviation Authority. More specifically, the study determined the effect of strategic leadership, strategic communication and strategic monitoring and evaluation on growth of aviation sector in Kenya. The choice of selection of these variables was because they had widely been used in previous literature. Thus, this study was conducted at the Kenya Civil Aviation Authority. The data was collected from the Authority's management staff using structured questionnaires and hence it was primary in nature in the months of April and May 2024. The study adopted surveys to allow data collection within a single period of time to facilitate the analysis and report writing.

1.9 Delimitations of the Study

The study was limited to the link between strategic implementation and organizational growth. More specifically, the study focused on the sub variables of strategic leadership, strategic communication and strategic monitoring and evaluation as aspects of strategic implementation. The study was limited to Kenyan aviation sector and did not cover entire aviation sector players and was conducted in the months of May and June 2024 at Kenya Civil Aviation Authority and data was gathered through the administration of questionnaires.

1.10 Limitations of the Study

While gathering information some of the respondents were too busy with their work activities and they were not in position to multitask. Some of the respondents even tried to refuse to answer the questions on the questionnaires which were likely to affect the response rate of the study. The possible reasons for failure to respond to questions included lack of assurance and fear that the same information may be used for their

intimidation. To minimize this limitation, assurance was provided to the participants that the information they were sharing was only used for academic purposes.

1.11 Assumptions of the Study

The research was carried out with the assumption that all the targeted respondents were honest and truthful with their responses to enable the researcher to make prudent conclusion on the topic of research and that corporate strategy implementation influences the organizational growth of the aviation sector in Kenya and more specifically on the growth of Kenya Civil Aviation Authority.

1.12 Theoretical Review

According to Varpio, Paradis, Uijtdehaage, & Young (2020), a theoretical framework is a logically developed and connected set of concepts and premises crafted from one or more theories that a researcher creates to scaffold a study and to create a theoretical underpinning of the area of research, and that the researcher must define any concepts and theories that provide the grounding of the research, unite them through logical connections, and relate these concepts to the study that is being carried out thus forming a reflection of the work the researcher engages in to use a theory in a given study. This study was anchored on the theories of dynamic capability theory, contingency theory and the theory of growth of the firm. These theories formed the basis of selecting the study variables and conceptualized the relationship between the independent and dependent variables.

1.12.1 Dynamic Capability Theory

Teece, Pisano and Shuen (1997) while proposing dynamic capability theory identified the degree at which a firm can reconfigure, recombine, modify and rebuild the resources and competencies in response to the changes in the operating environment to compete

effectively. By doing so, an organization can seize new opportunities in the environment and respond to changes thus achieving superior organizational growth. The theory is premised on the fact that firms that have greater dynamic capabilities will perform better compared to firms with limited dynamic capabilities. This theory seeks to provide information on how the firm can leverage their dynamic capabilities in creation and sustainability of strategic implementation against other rivals in the industry. This is done by creation and response to the changes in the operating environment by strategic leadership and effective communication with organizational stakeholders.

Through dynamic capabilities, firms are well placed to adjust their resource bundles and mixes and thus contribute towards a sustainable strategic implementation process in an organization. Teece (2007) considers dynamic capabilities as the ability of the enterprise to sense and seize new opportunities while reconfiguring them for successful strategic implementation in an organization. Dynamic capabilities allow the firm to sense opportunities and later seize them through sound reallocation of resources through adjustment of the available competencies or through development of new ones.

Jain and Trehan (2019) argued that the fundamental forces behind capitalism include the creation of new commodities and services, advancements in products and business processes, consumer markets and strategies for industrial organizations and that the capacity of companies to identify opportunities and dangers to make both timely and market oriented decisions and adapt to its resource base is what determines the firm's success. Barney (2019) on the other hand argued that an organization's dynamic capabilities include recognition of a demand or opportunity for change and seizing that opportunity to respond and execute the change for the organizational progress. The dynamic capability theory postulates that businesses that can identify, take advantage of

new opportunities and are able to reorganize their resources and skills in accordance with the market opportunities available and thus improve and sustain performance. However, critics of this theory argue that it overly assumes that the forces of environment are always dynamic which not the case in real scenarios is and there are situations when the forces of environment are also static.

The present study finds this dynamic capability theory to be relevant as it is used to underpin the independent variable of strategic implementation, and that Dynamic Capability Theory emphasizes the importance of organizations adapting to changes in their environment to compete positively and proactively. In the context of the Kenya Civil Aviation Authority, the theory was used to explore how the organization adapts its corporate strategic implementation practices in response to changes in the aviation industry, government and International Civil Aviation Organization regulations and other recommended practices, innovation and technology and how market dynamics influences its growth trajectory to remain both relevant and current in its operations.

1.12.2 Contingency Theory

The proponents of this theory include Dewar and Hage (1978) who argue that there is no single organizational structure that is suitable and relevant to any type of organization. Rather, the effectiveness at an organizational level is contingent upon a set of factors such as technologies, the structure and size of the firm. Thus, this theory is used to provide information on how contingent factors like culture, external surroundings and technologies influence how organizations are designed and their overall functioning. Thus, in light of this theory, firms need to develop and implement strategies depending on the conditions and situations they are going through.

Expounding on the same, Grant (1998) observed that a strategic fit between strategic considerations and resources as well as capabilities in an organization is critical for superior growth of the organization. According to Njagi, Muraguri and Kamau (2020), believed that this theory can only be applicable as far as the quasi fits and thus responding to the events that take place within the organizational operations and that the organizational managers may not be aware of the strategic role organizational resources affect the organizational strategic direction.

The study was built on this theory to appraise the role that strategic leadership, strategic communication and strategic monitoring and evaluation activities play during the implementation of strategies and how the management scans both internal and external environments to enhance the organizational growth of the Kenya Civil Aviation Authority.

1.12.3 The Theory of the Growth of the Firm

This theory was developed by Penrose (1950) and it argues that there exists no most profitable or optimal size of the enterprise. Penrose (1995) observed that the operational activities of the firm arise from the growth processes. The theory argues that there exists no limitation to the growth of the firm and shows growth strategies at firm level have no limit in an organization and that the operations of the firm are largely influenced by the internal resource bundles.

The theory of the firm's growth brings the aspects of innovation management emanating from an economic perspective and that is not necessarily associated with management theories and practices and the starting point for the use of the theory of the growth of the firm is centered on the fact that organizations have innovation characteristics different from other companies, and that may indicate a pattern of behavior or conditions of

existence environments highly competitive with unique capabilities that can be marshaled to remain relevant and competitive in the market.

Building on this theory, this study seeks to determine the role that strategic implementation plays as far as growth of the firm is concerned and how the leadership of the Kenya Civil Aviation Authority utilize the internal capabilities and capacities to spearhead the growth of the Authority.

1.13 Conceptual Framework

The conceptual framework shown below guided the study. The specific independent variables of the study are strategic leadership, strategic communication and strategic monitoring and evaluation while the dependent variable is the growth of aviation sector in Kenya with a case of Kenya Civil Aviation Authority. It is envisaged that effective leadership, communication as well as monitoring and evaluation from the strategic point of view would drive growth of an organization as illustrated in the figure below.

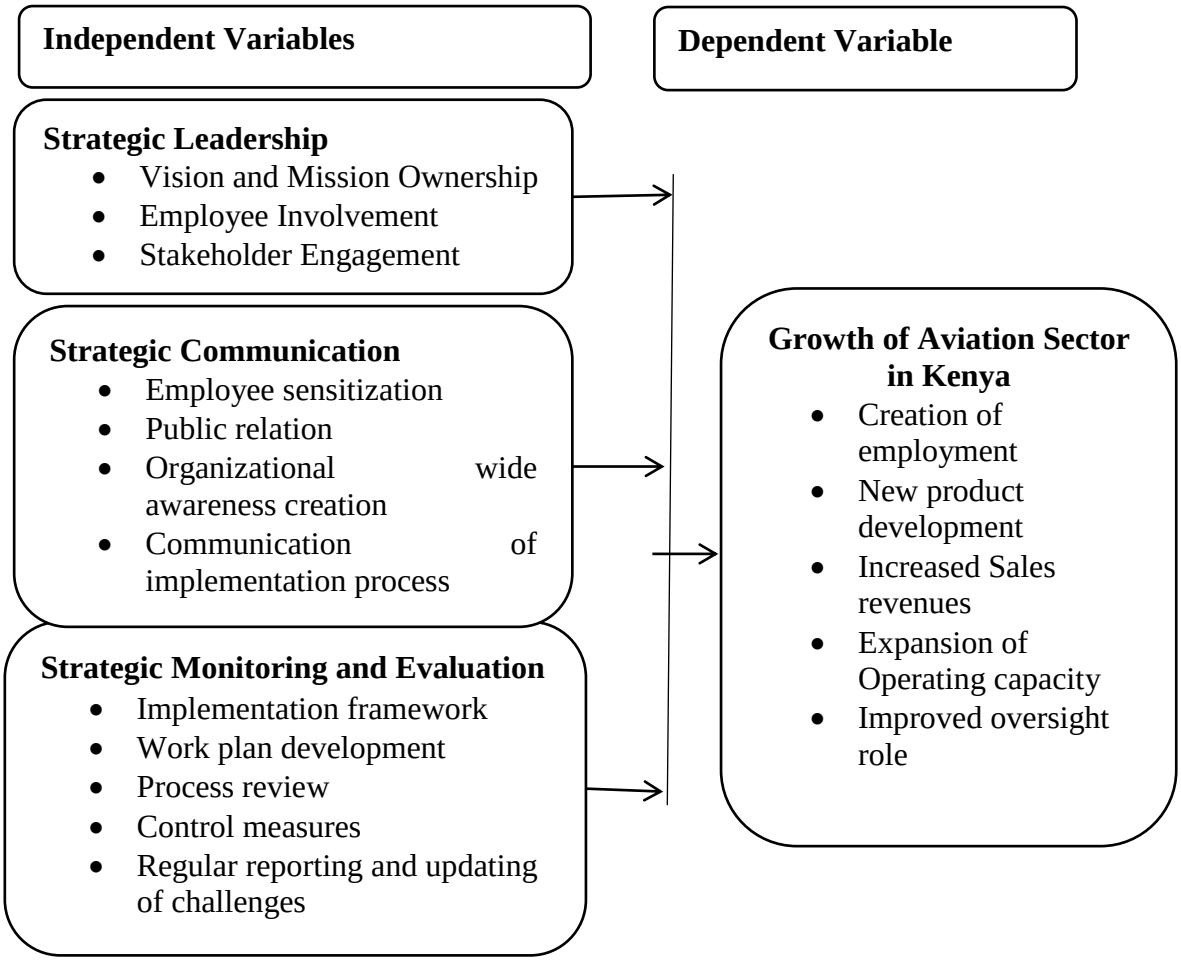


Figure 1.1 Conceptual Framework

Source: Author (2024)

The influencing corporate strategy implementation parameters are identified as strategic leadership, strategic communication and strategic monitoring and evaluation that form the independent variables and helped in driving the study objectives to determine the growth of aviation sector in Kenya as the dependent variable. Visionary leadership that involves employees and engages other stakeholders drives the organizational strategies thus influencing growth. Effective communication of strategies and awareness creation bring buy-in and influence on all players to implement strategies for growth while strategic monitoring and evaluation develops framework and control measures to align any diversion thus focusing on the intended strategic implementation for growth of the Aviation sector in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines a review of literature of similar research studies carried out and helps to introduce the readers to what has been done by past researchers covering journals, books, reports, conference papers among others. The gaps from the reviewed studies are also pointed out to justify the present research problem.

2.2 Review of Literature

This section covers empirical literature on the key variables that guide the study including strategic leadership, strategic communication and strategic monitoring and evaluation and relationship with organizational growth. Varpio et al (2020) defines conceptual framework as the justification for why a given study should be conducted emphasizing that the conceptual framework describes the state of known knowledge, usually through a literature review, identifies gaps in understanding of a phenomenon or problem and outlines the methodological underpinnings of the research project. It is constructed to answer the questions of why this research is important and what contributions these findings might make to what is already known.

2.2.1 Strategic Leadership and Growth of Aviation Sector in Kenya

Strategic Leadership in this study entails vision and mission ownership, employee involvement as well as stakeholder engagement. It is envisaged that having in place strategic leadership allowed employees of an organization to comprehend the strategic issues of their organizations including the mission and vision statements and this is likely to contribute to superior organizational growth.

Ali and Anwar (2021) conducted a study that determined the effectiveness of strategic leadership and its bearing on organizational effectiveness. The study was conducted at Erbil among small and medium enterprises in Iraq. From the 175 questionnaires that were administered to respondents, 152 were duly filled in and returned translating to a response rate of 87% which adequately supported the analysis of the findings. The study was able to note the existence of a significant nexus between strategic leadership and organizational effectiveness. The gap arising from this study is that it focused on Iraq away from Kenya that is a developing country.

Dahri, Amin and Waseem (2019) determined the effect of strategic leadership on organizational performance via knowledge management. The study covered commercial banks in Pakistan covering 129 branch managers. The analysis of the findings indicated that indeed, strategic leadership was a great and significant enabler and predictor of organizational performance. This means that investing resources in strengthening strategic leadership can contribute towards better organizational outcomes in terms of performance. The gap arising from this study, however, is focused on organizational performance away from growth as the dependent variable.

Alhyasat and Sharif (2019) did an inquiry with emphasis on strategic leadership and its link with performance at an organizational level. Focusing on the real estate sector in Jordan, quantitative methods were used with information being obtained from primary sources. It was established that strategic leadership and performance at firm level are directly linked with each other. Riel (2019) did an assessment of strategic leadership and its role towards performance at an organizational level. The focus of the study was on chartered institutions of higher learning in the Kenyan context. The adopted design was cross sectional, and 48 institutions were covered in the study. It was noted that strategic leadership determined the performance at an organizational level. However, these two

studies focused on the performance of the organization as the dependent variable and not organizational growth.

The focus of the study by Lola and Nyangau (2019) was on strategic leadership and the role it plays towards performance of public sector institutions in Kenya. While leveraging descriptive research design, the aspects of strategic leadership that were covered include idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. All these aspects of strategic leadership were found to have significant predictions of performance at an organizational level. Zipporah (2019) did an analysis of strategic leadership and its implication on performance at a firm level. The context of the study was the tea firms with operations in Kisii County of Kenya. Strategic direction was the aspect of leadership that the inquiry placed emphasis on. It emerged that strategic leadership influenced performance from an organizational point of view. However, these studies focused on performance as the dependent variable and not organizational growth as the case for this study.

2.2.2 Strategic Communication and Growth of Aviation Sector in Kenya

In this study, strategic communication entails sensitization of employees, public relations, awareness creation and communication of the strategic implementation process to staff in an organization and other stakeholders. By providing more information to staff of an organization, it is expected that they will have a clear information and essence of being involved and participating in the process of the strategic implementation for the organizational growth.

Goldberg and Gustafson (2023) proposed a framework whose aim was to have an understanding on the implication of strategic communication campaigns on businesses. This was a study that was completed exclusively through a desk review method where appropriate literature was reviewed. It emerged after this review of literature that

strategic communication was critical for the success of an enterprise. The gap arising from this study was that it failed to link strategic communication with a suitable dependent variable, and this will be filled by using organizational growth as the dependent variable in this study. Kamami (2021) did an assessment of strategic communication and its link with change management at an organizational level by studying the operations of the Capital Market Authority of Kenya. The theories that underpinned the study included system and excellence theory. Strategic communication was represented by objectives, mission and vision of the enterprise and the approach embraced in the study was qualitative in nature. The study noted that timely and open communication, effective management of feedback and proper utilization of the channels of communication improve management at an organizational level. Chepkosgei, Mwangi and Kinyua (2020) investigated strategic communication and performance of parastatals in Kenya using a descriptive survey and a total of 145 participants were included in the final study. After gathering and processing the generated information, it was established that strategic communication had a positive implication on the performance of state corporations. Ngereri (2019) did a study on strategic communication management and the link with devolution borrowing evidence from Taita Taveta County of Kenya. The independent variables covered were audience segmentation, control of communication content, choice of communication medium and feedback mechanisms for communication. With the adoption of descriptive surveys, the study established that strategic communication management had a significant link with success of devolution in the Kenyan context.

2.2.3 Strategic Monitoring and Evaluation and Growth of Aviation Sector in Kenya

Strategic monitoring and evaluation are about the implementation framework guiding strategic implementation, its work plan development, process review, control measures and reporting timelines as well as adaptation to changing environment during the strategic implementation process in an organization.

Godana, Rintari, Gichohi and Wainaina (2024) conducted a study that determined the effect of strategic M&E on performance from an organizational point of view, borrowing evidence from supermarkets in Kenya. Cross sectional survey design and 204 respondents formed the study sample. After analysis, it emerged that strategy monitoring and evaluation is a positive and significant correlation of organizational performance. However, the gap arising from this study is that it used organizational points away from growth as the dependent variable.

A study conducted on Royal Bank Limited in Ghana by Dziyaba (2019) analyzed the role played by monitoring and evaluation (M&E) in supporting strategic management process. This was a survey study where information was gathered through administration of questionnaires. After processing the gathered information, the study was able to document that the key challenge in monitoring and evaluation activities in the bank was that employees felt that they were subjects of evaluation as opposed to being users of the process. However, in the study conducted in Somalia by Beluhu (2021), key emphasis was on monitoring and evaluation framework and their link with success of the development projects. A case study design was adopted and a total of 47 participants in the study formed the sample size. Information for the study was quantitative in nature and the analysis was able to demonstrate that there was limited participation by the community in monitoring and evaluation of projects dealing with areas of education.

While focusing on small and medium enterprises with operations in Tanzania, an analysis of key issues that determine monitoring and evaluation was carried out by Mnzava (2019). In this study, participants from Small and Medium Enterprises (SMEs) were sampled through random methods and information gathering was supported by interviews and questionnaires. The analysis provided an indication that monitoring and evaluation played an instrumental role in allowing an organization to offer quality services to its customers. Key challenges negatively affecting monitoring and evaluation activities were identified and should be solved for effectiveness include limited funds to execute monitoring and evaluation activities, inadequate accurate information, low involvement by stakeholders and language barrier.

In Kenya, Kihuha (2019) conducted an analysis of monitoring and evaluation and the implication on environmentally linked projects. This was a case study where evidence was borrowed from the United Nations Environment Programme (UNEP). The indicators of monitoring and evaluation that were covered include processes involved in planning, required technical skills and expertise, and involvement of stakeholders and project managers. Participants in the study included project managers, support staff and staff from monitoring and evaluation functions. After analysis, it was found that processes involved in planning, technical skills and expertise, involvement of stakeholders and managers had significant implication on success of projects.

According to study by Hezron and Johnbosco, (2022) on influence of monitoring and evaluation systems on performance of projects in education sector in nongovernmental organization in Mombasa County, the study concludes that organizational structures for monitoring and evaluation have a positive significant influence over the performance of projects in the education sector. The study found out that there was clarity in the roles and mandate of project M&E staff and other project staff which ensured collaborative

approach in execution of project M&E function. Further, the integration of project monitoring and evaluation activities in broader project implementation ensured mechanisms were there to track progress and improve on performance. However, it was noted that there were less incentives and commitment from the management to ensure M&E system performance. In addition, there were few mechanisms within the projects for stakeholder consultations and monitoring of project performance. Secondly, the study also concludes that human capacity for monitoring and evaluation was positive and significantly correlated with performance of projects in the education sector. The study found that funds were allocated for capacity building training of project staff while capacity gaps identified were addressed through conduct of internal and external training. Also, M&E staff received supervision, coaching and continued training to strengthen their capacity to support the project teams. However, in the projects studied, a few were reported to have adequate and skilled employees in charge of steering M&E activities and that periodical staff needs assessments on M&E were conducted less frequently. Thirdly, the study concludes that the project monitoring and evaluation plan was positive and significantly correlated with performance of projects in education sector. The study found out that the education projects M&E plans had required components and were aligned with the overall project plan and broader organizational strategic plan. Also, project stakeholders participated in its development at design and review stages, however, some shortcomings of M&E plans were related with its clarity on steps for further strengthening of the M&E system and making it available for use and reference by other project staff within the implementing team. Lastly, the study concludes that a cost project work plan for monitoring and evaluation is not significantly correlated to performance in projects in the education sector. It was established that most projects had wide variation on measures for staff participation in development and assigning cost to

project M&E activities. Similarly, the practice of periodical review of work planned activities varied across the projects. Despite this, projects in the education sector committed physical, human and financial resources for the implementation of work planned M&E activities. Also work planned activities for M&E were aligned to the overall annual project work plan and the detailed implementation plan. In design, the M&E work plans clearly outlined activities, schedule, corresponding costs and allocation of responsibility.

2.4 Summary and Research Gap

Several studies have been reviewed as far as strategic implementation and organizational growth are concerned. For instance, Alhyasat and Sharif (2019) did a study whose focus was on organizational performance and not organizational growth thus bringing out conceptual gaps. The study conducted by Zipporah (2019) on an analysis whose focus was on tea firms within the context of Kisii County and not the aviation sector. Goldberg and Gustafson (2023) proposed a framework whose aim was to have an understanding on the implication of strategic communication campaigns on businesses and this failed to link the same with a suitable dependent variable unlike this study where organizational growth was taken as the dependent variable.

From the above theoretical and empirical reviews, there are contextual differences emanating since most studies have been executed in different sectors of economy and regions thus calling for a customized study in the aviation sector to confirm or challenge existing empirical. Arising out of these identified gaps, this study therefore looked into the effect of strategic implementation on organizational growth of Kenya Civil Aviation Authority focusing on the strategic leadership, strategic communication and strategic monitoring and evaluation as the sub variables anchoring this study. Empirical findings concerning the effect of corporate strategy implementation on organizational growth

have revealed significant influence as per the reviewed literature. However, these studies have been undertaken in different sectors or geographical locations. Table 2.1 is the summary of the gaps from the reviewed studies.

Table 2.1: Summary of Literature and Gaps

Author	Topic of study	Key findings	Knowledge gap	Focus of present study
Godana, Rintari, Gichohi and Wainaina (2024) c	Conducted a study that determined the effect of strategic M&E on performance from organizational point of view borrowing evidence from supermarkets in Kenya	Strategy monitoring and evaluation is a positive and significant correlation of organizational performance	The study was done among supermarkets in Kenya	The study was conducted at KCAA
Ali and Anwar (2021)	Conducted a study that determined the effectiveness of strategic leadership and its bearing on organizational effectiveness	The study was able to note the existence of a significant nexus between strategic leadership and organizational effectiveness.	Organizational effectiveness was used as a dependent variable	Growth of aviation sector was the dependent variable
Chepkosgei, Mwangi and Kinyua (2020)	Investigated strategic communication and performance of parastatals in Kenya	Strategic communication has a positive implication on the performance of state corporations	The study covered several parastatals in Kenya	KCAA as the case was used in the present study
Dziyaba (2019)	Analyzed the role played by monitoring and evaluation (M&E) in supporting strategic management processes.	The key challenge in monitoring and evaluation activities in the bank was that employees felt that they were subjects of evaluation as opposed to being users of the process.	Strategic management process was the dependent variable	Growth of aviation sector was the dependent variable

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers research design, research site and rationale. It also outlines targeted population, sampling procedure, sample size, instruments for data collection, data collection procedures, data analysis and presentation. The process of information gathering reliability and validity of instruments for data collection and ethical concerns and considerations are also discussed in this chapter.

3.2 Research Design

Research design is a plan that comprehensively determines how an inquiry is conducted in terms of gathering and processing of the data in an investigation (Liamputtong, 2019). According to Saunders, Lewis and Thornhill (2019), a research design is the general plan of how a researcher intends to answer the research questions to achieve the research objectives. The main purpose of research design is to make sure that relevant data in line with the stated problem of the inquiry is accurately gathered and processed to generate desirable results. Explanatory research design was adopted in this study and Saunders et al. (2019) explained that explanatory research design is used in studies that seek to establish the causal relationship between variables. The explanatory design is a systematic method of research that helps to gather information from a representative sample with the aid of data collection instruments such as questionnaires (Harris et al., 2019). The justification of using this design was because it provided an opportunity for describing and explaining in detail the current situation on strategic implementation and organizational growth with specific reference to Kenya Civil Aviation Authority. The design was used as the study entailed testing of hypotheses that were achieved through it.

3.3 Research Site

This study was carried out at the headquarters of the Kenya Civil Aviation Authority which is based in Nairobi City County (NCC). More specifically, the organization's headquarters is located at Aviation House within Jomo Kenyatta International Airport (JKIA) in the Embakasi location of Embakasi East sub county of Nairobi City County with twelve other stations located across the country mainly at the different airports such as Wilson Airport, Moi International Airport, Eldoret International Airport, Kisumu International Airport, Wajir Airport, Malindi Airport, Lokichogio Airport, JKIA Tower Station, Poror Radar Station, Mua Hills Radar Station, East African School of Aviation and Mlolongo Central Transmitting Station & Workshops. The site was chosen based on the availability of the respondents since majority members of the staff of the Authority are stationed at its head office.

3.4 Target Population

Target population is a group of individuals, items or things that a researcher intends to conduct research on and draw conclusions thereof (Bougie & Sekaran, 2019). According to Saunders et al. (2019), the target population is the complete count of all elements under investigation in a study. According to Kenya Civil Aviation Authority Human Resources and Administration department, there are about 800 staff employed by the Authority and working in various stations as at the end of year 2023. In this study, a total of 230 management staff at different levels of Kenya Civil Aviation Authority were targeted for study as shown in Table 3.1 below.

Table 3.1 Target Population

Role	Population
Senior managers	40
Middle managers	70
Lower-level managers	120
Total	**230**

Source (KCAA HR, 2024)

3.5 Study Sample

This section outlines the study sample size, and the sampling procedures used in the current study.

3.5.1 Study Sample Size

Sample size is a small representative element that is drawn from the larger target population (Wan, 2022). It provides the basis for generalizing evidence of an inquiry and the sample size of this study was determined through the Yamane formula (1967) as follows:

$n=N/(1+Ne^2)$ where

is the desired sample size

N is the target population

e is the acceptable margin of error estimated at 0.05(at 95% confidence interval)

Therefore, sample size (n) = 230÷ (1+230 (0.0025))
= 230÷ (1+0.575)
= 230÷1.575
n= 146 respondents

3.5.2 Sampling Procedure

Stratified random sampling techniques were embraced in this study. The reason for selecting stratified random sampling methods is to provide respondents an opportunity for equal representation in the sample. In this regard, participants were put into three strata being senior, middle and lower-level managers and then a representative sample

was drawn from each stratum. This added up to 146 respondents as indicated in Table 3.2 below.

Table 3.2 Sampling Procedure

Role	Population	Sample Proportion	Sample size
Senior managers	40	40/230*100%=17.4%	17.4%*146=26
Middle managers	70	70/230*100%=30.4%	30.4%*146=44
Lower-level managers	120	120/230*100%=52.2%	52.2%*146=76
Total	**230**	**100%**	**146**

Source (Author, 2024)

3.6 Data Collection

The participants completed the questionnaires both independently and with the help of the research after a brief introduction by the researcher and filled and completed questionnaires were collected after two weeks allowing ample time for completion.

3.6.1 Data Collection Instrument

Data collection instruments are tools that are adopted in gathering information of an inquiry in response to the formulated questions, Strijker (2020). The inquiry gathered information in its primary form guided by research questionnaires. Dźwigoł (2019) defines a questionnaire as a document with a series of questions which participants are asked to indicate their views. The questionnaire had five sections with section A covering general information of the demographic characteristics of the respondents and sections B, C and D focusing on independent variables of strategic leadership, strategic communication, strategic monitoring and evaluation respectively while section E examines the organizational growth (dependent variable) of Kenya Civil Aviation Authority.

3.6.2 Pilot Testing of Research Instrument

A pilot test is a study that is conducted before the actual one in the field and its essence is to refine and fine tune the study questionnaire and pilot study helps to ascertain whether there is any vagueness or ambiguity in any test item in the study. Eden and Nielsen (2020) argue that this can be done using 1-10% of the targeted participants in a study. In this regard, the study selected 15 respondents from Kenya Airports Authority (KAA) being 10% of the sample size for pilot testing and the same was excluded from the actual inquiry as this is from a different organization but in the same sector of Aviation. Questionnaires were administered to these respondents in a pilot study and the responses were recorded for the purpose of determination of reliability as emphasized under sections below.

3.6.3 Instrument Reliability

Reliability is the degree to which a study tool gives similar results even after a repeated trial. It is reflected in the consistency or the stability of a given score with time (Ghauri, Grønhaug & Strange, 2020). Reliability in this study was determined on the basis of the piloted questionnaires after computation of Cronbach Alpha Coefficient values with 0.7 taken as the threshold as put forward by Liamputtong (2019) to ensure that consistency of the research instruments both in the pilot study and the main study and that all items were consistent in measuring the respective construct in the pilot study and the reliability results in Chapter Four.

3.6.4 Instrument Validity

Validity is the meaningfulness and accuracy of inferences as informed by the outcomes from the research study and it is the degree at which evidence from data analysis portrays the phenomena under consideration of the study (Rose et al., 2019). The content validity

of the research instrument was evaluated with the help of the supervisor and two experts in the field of strategic management were engaged to determine the validity of the study tools by reviewing the contents and sharing their views and suggestions. According to Saunders et al (2019) content validity refers to the extent to which questions in the questionnaire adequately answer the research questions under investigation. This feedback was then included in the final version of the tool before proceeding to the field for gathering data.

3.6.5 Data Collection Procedure

After receiving approval from Africa Nazarene University School of Business and securing a study authorization from the National Commission for Science, Technology, and Innovation (NACOSTI), data collection using questionnaire was commenced. The final questionnaires (146) were distributed to the targeted respondents. The questionnaires were administered through a drop and pick method, and the respondents were assured of strict confidentiality. Follow-ups and personal visits were made by the researcher throughout the three-week period with an aim of improving the response rate. This allowed respondents ample time to give their responses as appropriate and to ensure a maximum response rate. Efforts were put in place not to interfere with the busy schedule of the participants with the information gathering activities. Questionnaires were administered to organizational managers due to their involvement in the strategic implementation process.

3.7 Data Analysis

Data gathered in this study was processed through SPSS version 26 software guided by means and standard deviations as descriptive statistics. This was then followed by

multiple regression analysis that took the following form and tables and figures aided the presentation of findings.

$$Y= \beta_0+ \beta_1X_1+\beta_2X_2+\beta_3X_3 + \varepsilon$$

Where Y= Organizational Growth of Kenya Civil Aviation Authority; B_0 = Constant; β_1, β_2, and β_3 are Beta coefficients; X_1= Strategic Leadership; X_2= Strategic Communication; X_3= Strategic Monitoring and Evaluation; ε= error term.

3.7.1 Diagnostic Tests

Diagnostic tests were conducted to validate the assumptions of regression analysis before it was conducted. This covered multicollinearity and normality tests. The outcomes from these tests were interpreted appropriately and results presented in chapter four.

3.7.1.1 Normality Test

Paramasivam, G., Rao, R., & Prabhu, M. (2024), describe normality testing as a statistical procedure used to assess whether a particular sample data is drawn from a population that follows a normal distribution and whether a study variable is normally distributed or not dictates the type of summary statistics that should be used to describe it. Normality is a critical assumption in multivariate analysis as it assumes that errors in the prediction of value of Y (dependent variable) are normally distributed. Before conducting regression analysis, it is always good to ensure that the sample data has properties of a normal distribution. This necessitated the need to conduct a normality test that was done through Skewness and Kurtosis and According to Knief and Forstmeier (2021), values in the range of -/+3 indicate that the data set is normally distributed and hence it can support regression analysis.

3.7.1.2 Multicollinearity Test

According to Chan, Leow, Bea, Cheng, Phoong, Hong, & Chen (2022), multicollinearity is a condition where there is an approximately linear relationship between two or more independent variables and that there is a multicollinearity issue if the indicators measure the same type of information such as momentum. Multicollinearity occurs if two or more variables are highly correlated that are not independent of each other and thus affecting the estimation of the regression parameters. Regression analysis can only proceed when none of its predictor variables has a relationship with each other and the predictor variables should only be related with the outcome variable. Multicollinearity issues in research can be evaluated by computing tolerance or variance inflation factor or both where tolerance represents the amount of variance of one indicator not explained by the other indicators in the same block. To test this condition, values of Variance of Inflation Factors (VIF) were computed and as noted by Bayman and Dexter (2021), VIF values in the range of 1-10 signify absence of this condition in the sample data.

3.7.1.3 Heteroscedasticity Test

This is a diagnostic test that determines whether error term variance from regression depends on the value of the predictor variables. It was carried out to establish whether the error term was consistent throughout the data. It was tested through Levene Test and according to Berenguer-Rico and Wilms (2021), p-values from this test above 0.05 indicate that heteroscedasticity is absent in the sample data.

3.8 Legal and Ethical Considerations

A research permit from the National Commission of Science, Technology and Innovation (NACOSTI) and required approvals from the University were the prerequisite before commencing data collection exercise. During gathering of information from participants, all responses were handled with confidentiality needed. Participation of the respondents

was voluntary as their consent was sought prior to administering the questionnaires. No participant in the study was forced to share responses in this study and the relevant permission that were needed from the management of Kenya Civil Aviation Authority were secured prior to data collection and adequate briefing emphasizing on the main objective of the study as an academic requirement was outlined. All the literature reviewed by the study was cited appropriately using the APA referencing system aimed at avoiding possible plagiarism.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter is dedicated to an analysis of the findings and presentation from the data that had been gathered in the field through questionnaires. The general objective of the study was to assess the effect of corporate strategy implementation on growth of aviation sector in Kenya with a case study of Kenya Civil Aviation Authority. Specifically, the influence of strategic leadership, the influence of strategic communication and influence of strategic monitoring and evaluation on growth of aviation sector in Kenya were examined. The chapter outlines the response rate, and the presentation of the findings guided by each specific objectives of the study corroborated with the literature that had been systematically reviewed. SPSS version 26 was adopted to analyze the data using descriptive and regression statistics and data collected were presented in tables and figures.

4.2 Response Rate

From the 146 questionnaires that were administered to the staff at different levels of management roles at Kenya Civil Aviation Authority, 135 of them were filled and collected to support the analysis of findings in this chapter. The remaining eleven questionnaires were either not returned or filled in incorrectly. This translated to a response rate of 93% as presented in Figure 4.1 below.

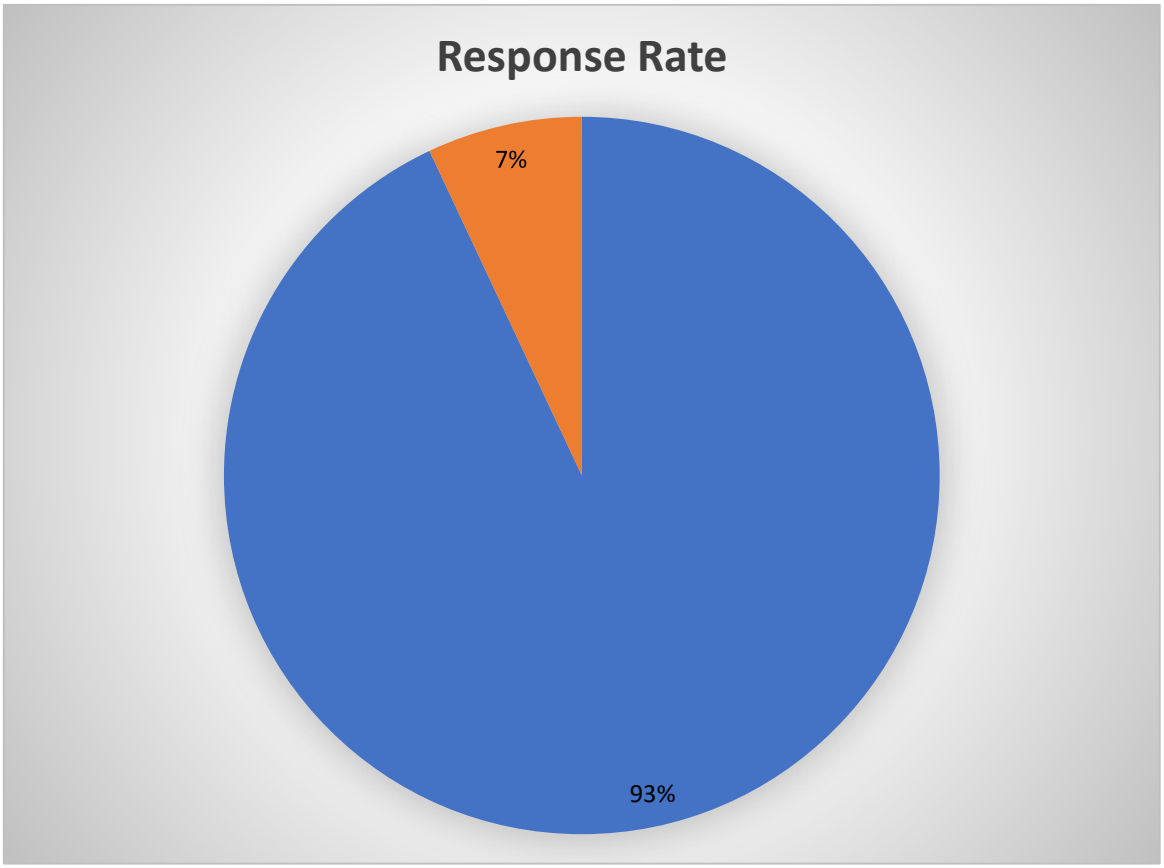


Figure 4. 1 Response Rate

Source (Researcher, 2024)

The response rate in Figure 4.1 above was adequate and consistent with Yin (2017) hence properly supported the analysis of this study and as corroborated by Kothari (2014) who argues that a response rate of more than 70 percent as a good response and anything more than 80 percent presents excellent response.

4.2.1 Results of Reliability Test

Before actual field data collection, it was found imperative to carry out a pilot study to determine reliability of the questionnaire. A total of 15 respondents from Kenya Civil Aviation Authority being more than 10% of the sample size were selected for pilot testing and the same were excluded from the actual inquiry. The values of Cronbach Alpha Coefficients were determined from this pilot study and findings are summarized in Table 4.1 below.

Table 4.1: Reliability Results

Variable	No. of items	Cronbach Alpha Coefficient	Comments
Strategic leadership	5	.769	Reliable
Strategic communication	5	.885	Reliable
Strategic monitoring and evaluation	5	.973	Reliable
Growth of aviation sector in Kenya	5	.862	Reliable
Mean Cronbach Alpha Coefficient		**.872**	**Reliable**

Source (Researcher, 2024)

From Table 4.1, all the variables had Cronbach Alpha coefficient above 0.7 with the mean value being 0.872. This concurs with Liamputtong (2019) who indicated that above 0.7 Cronbach Coefficient value points out that the scale used in a study is reliable which the case for this study is.

4.3 Demographic Characteristics

The general information of the respondents of the study was collected including gender, working experience and highest level of education of the respondents and the findings were as presented in the subsequent sections.

4.3.1 Gender of Respondents

The findings on distribution of respondents by their gender were determined and a summary of the same is as presented in Figure 4.2 below.

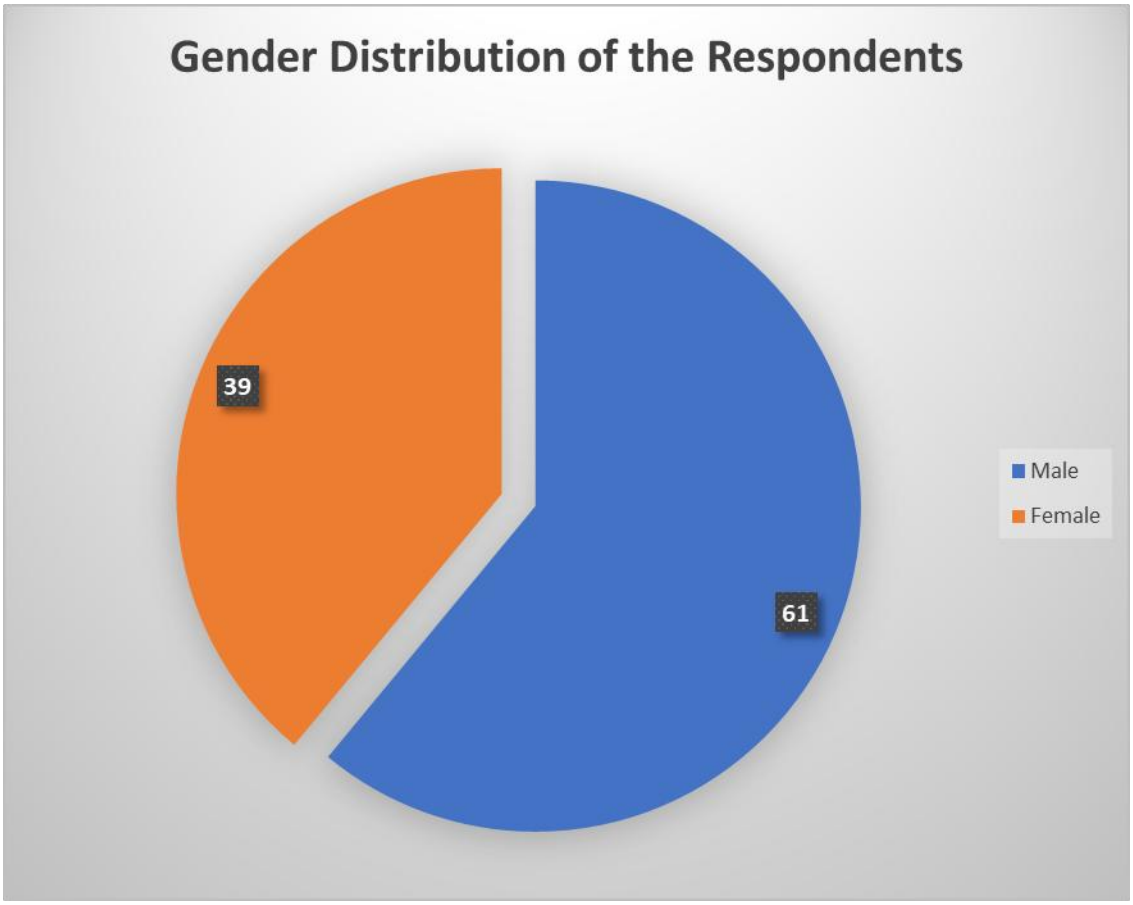


Figure 4. 2 Gender Distribution of the Respondents

Source (Researcher, 2024)

The findings in Figure 4.2 indicate that while 61% of the respondents were male, 39% were female. This means that there was gender diversity in the study as both male and female gender categories participated which is also well aligned with the Constitutional requirement on gender balance and equality in Kenya. It is also imperative to note that the Kenya Civil Aviation Authority had taken adequate measures to adhere to the requirement of one third gender rule as dictated by the Constitution of Kenya, 2010.

4.3.2 Working Experience

Experience acquired in the management of organizational processes and programs is the impetus for successful implementation of the plans and policies at an organizational level and therefore experienced employees are usually credited for knowledge and skills

acquired. The findings on the years of experience of the respondents who took part in the study were determined and the data collected presented as shown in Table 4.2 below.

Table 4.2: Working Experience

No. of years	Frequency	Percentage
4 years and below	11	8.1
5 - 8 years	41	30.4
9 -12 years	50	37.0
Over 12 years	33	24.4
Total	**135**	**100.0**

Source (Researcher, 2024)

The findings in Table 4.2 indicate that while 37% of the respondents had worked for 9-12 years, 30.4% had worked for 5-8 years, 24.4% for over 12 years and 8.1% for 4 years and below in the organization. This means that respondents who took part in the study had worked for a significant period and hence they were well versed with the issues that were being considered in this study. As such, they must have shared the most relevant and required information as envisaged in the study.

4.3.3 Highest Level of Education

Highest level of education plays a significant role in organizational leadership and management. Leaders and managers at strategic level are required to be both professionally and academically fit to turn vision into actionable plans for implementation to move the organization forward. The findings on the level of education of respondents were determined and summarized as shown in Table 4.3 below.

Table 4.3: Highest Level of Education

Educational Level	Frequency	Percentage
Diploma	27	20.0
Undergraduate	39	28.9
Masters and Above	69	51.1
Total	**135**	**100.0**

Source (Researcher, 2024)

Table 4.3 revealed that 51.1% of the respondents had master's degree and above, while 28.9% had undergraduate degree and 20% were holders of diploma certificates. This means that in general, respondents who took part in the study were well versed and academically competent and thus could read and interpret questions as required.

4.4 Strategic Leadership and Growth of Aviation Sector in Kenya

The first objective was to determine the influence of strategic leadership on growth of Kenya Civil Aviation Authority and through the five-point Likert scale ranging from strongly disagree (1) to strongly agree (5), the respondents indicated their levels of agreement. Table 4.4 gives a summary of the findings of descriptive statistics using means and standard deviations on strategic leadership.

Table 4.4: Influence of Strategic Leadership on Growth of Aviation Sector in Kenya

Statements on Strategic Leadership	W. Mean	Std. Dev
There is a shared vision by the top leadership of KCAA	3.51	1.120
There is clarity of strategic goals at KCAA	3.57	1.010
The KCAA top leadership inspires staff during strategic implementation	3.53	.962
There is clarity of strategic direction at KCAA	3.54	.963
There is effective stakeholder management by KCAA leadership	3.55	1.014
Mean of Weighted Means	**3.54**	**1.014**

W. Mean=Weighted Mean

Source (Researcher, 2024)

The findings in Table 4.4 indicate that respondents slightly agreed that there was clarity of strategic goals at Kenya Civil Aviation Authority (mean=3.57, standard deviation=1.010), there was effective stakeholder management by Kenya Civil Aviation Authority leadership (mean=3.55, standard deviation=1.014) and that there was clarity of strategic direction (mean=3.54, standard deviation=0.963). Respondents further agreed that the Kenya Civil Aviation Authority top leadership inspired staff during strategic implementation (mean=3.53, standard deviation=0.962) and that there was shared vision by the top leadership of Kenya Civil Aviation Authority (mean=3.51, standard deviation=1.120). Slight agreement by respondents on the above statements (mean=3.54, standard deviation=1.014) provides an indication that the top management of Kenya Civil Aviation Authority needs to improve by adopting strategic leadership by clarifying the strategic goals and vision of the organization to employees and the internal stakeholders.

4.5 Strategic Communication and Growth of Aviation Sector in Kenya

The second objective of the study sought to establish the influence of strategic communication on growth of Kenya Civil Aviation Authority and respondents indicated on five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The findings of descriptive statistics on strategic communication were determined and a summary of the same is presented in Table 4.5 below.

4. 1 Influence of Strategic Communication on Growth of Aviation Sector in Kenya

Statements on Strategic Communication	W. Mean	Std. Dev
KCAA has created awareness among employees regarding the strategies in place	3.61	.652
Creating awareness on strategies has allowed stakeholders to support successful implementation of strategies at KCAA	3.58	1.088
Awareness creation has equipped employees with relevant skills to support strategic implementation at KCAA	3.59	.845
Strategic implementation process is adequately communicated at KCAA	3.63	.709
Stakeholders are adequately informed about strategic implementation at KCAA	3.54	.602
Mean of Weighted Means	**3.59**	**.779**

W. Mean=Weighted Mean

Source (Researcher, 2024)

The findings in Table 4.5 show that respondents agreed that strategic implementation process was adequately communicated at Kenya Civil Aviation Authority (mean=3.63, standard deviation=0.709), Kenya Civil Aviation Authority had created awareness among employees regarding the strategies in place (mean=3.61, standard deviation=0.652) and that awareness creation had equipped employees with relevant skills to support strategic implementation at Kenya Civil Aviation Authority (mean=3.59, standard deviation=0.845). Respondents also agreed that creating awareness on strategies had allowed stakeholders to support successful implementation of strategies at Kenya Civil Aviation Authority (mean=3.58, standard deviation=1.088) and that stakeholders were adequately informed about strategic implementation at Kenya Civil Aviation Authority (mean=3.54, standard deviation=0.602). The implication of these findings from descriptive statistics is that there was adequate strategic communication at Kenya Civil Aviation Authority (mean=3.59, standard deviation= .779).

4.6 Strategic Monitoring and Evaluation and Growth of Aviation Sector in Kenya

The third objective of the study was to analyze the influence of strategic monitoring and evaluation on growth of Kenya Civil Aviation Authority and on Likert scale responses were recorded ranging from strongly disagree (1) to strongly agree (5). The findings of descriptive statistics were established and summarized in Table 4.6 below**.**

Table 4.5: Influence of Strategic Monitoring and Evaluation on Growth of Aviation Sector in Kenya

Statements on Strategic Monitoring and Evaluation	W. Mean	Std. Dev
KCAA has an implementation framework guiding strategic implementation	3.54	.886
Work plans are regularly developed to help in strategic implementation at KCAA	3.71	.953
The entire process of implementation of strategies at KCAA is regularly reviewed	3.89	.577
Adequate controls measures are in place to facilitate smooth implementation of strategies at KCAA	3.61	.775
There is adequate reporting of challenges encountered in strategic implementation at KCAA	3.75	.875
Mean of Weighted Means	**3.70**	**.813**

W. Mean=Weighted Mean

Source (Researcher, 2024)

The findings as reported in Table 4.6 indicate that respondents agreed that the entire process of strategic implementation at Kenya Civil Aviation Authority was regularly reviewed (mean=3.89, standard deviation=0.577), there was adequate reporting of challenges encountered in strategic implementation at Kenya Civil Aviation Authority (mean=3.75, standard deviation=0.875) and that work plans were regularly developed to help in strategic implementation at Kenya Civil Aviation Authority (mean=3.71, standard

deviation=0.953). Respondents also agreed that adequate controls were in place to facilitate smooth implementation of strategies at KCAA (mean=3.61, standard deviation=0.775) and that Kenya Civil Aviation Authority had an implementation framework guiding strategic implementation (mean=3.54, standard deviation=0.886). This means that respondents generally agreed on the fact that strategic monitoring and evaluation was in place at Kenya Civil Aviation Authority (mean=3.70, standard deviation=.813)

4.7 Descriptive Statistics on Growth of Aviation Sector in Kenya

The study examined the respondents rating on the aspects of organizational growth of Kenya Civil Aviation Authority. Respondents' rating was ranked on a five-point Likert scale ranging from strongly agree (1) to strongly disagree (5). Descriptive statistics were used to analyze the data as shown in Table 4.7 below.

Table 4.6: Descriptive Statistics on Growth of Aviation Sector in Kenya

Statements on Growth of Aviation Sector in Kenya	W. Mean	Std. Dev
New job opportunities have emerged during the strategy implementation at KCAA	3.76	.765
The implementation of strategies has led to development of relatively new products at KCAA	3.63	.653
The implementation of strategies has allowed KCAA to generate more revenues	3.57	.865
The implementation of strategies has led to an expansion in operating capacity at KCAA	3.66	.833
The implementation of strategies has led to improvement. oversight role of KCAA	3.75	.759
Overall Average	**3.67**	**.775**

W. Mean=Weighted Mean
Source (Researcher, 2024)

The findings in Table 4.7 indicate that respondents agreed that new job opportunities had emerged during the strategic implementation at Kenya Civil Aviation Authority (mean=3.76, standard deviation=0.765), the implementation of corporate strategies had

led to improved oversight role of Kenya Civil Aviation Authority (mean=3.75, standard deviation=0.759) and that the implementation of corporate strategies had led to an expansion in operating capacity at Kenya Civil Aviation Authority (mean=3.66, standard deviation=0.833). The findings of the study further noted that respondents agreed that the implementation of strategies had led to development of relatively new products at Kenya Civil Aviation Authority (mean=3.63, standard deviation=0.653) and that the implementation of strategies had allowed Kenya Civil Aviation Authority to generate more revenues (mean=3.57, standard deviation=0.865). Overall, it is evident that respondents generally agreed on the fact that there was organizational growth at Kenya Civil Aviation Authority (mean=3.67, standard deviation=0.775) however, much needs to be done on strategic leadership and communication to involve the stakeholders on the corporate strategy implementation process.

4.8 Diagnostic Tests

Model tests were conducted to establish the suitability of the data for assumptions of regression model analysis and thus the study tested for normality, multicollinearity and heteroscedasticity and the findings are as presented in the subsequent sections.

4.8.1 Test for Normality

The study determined the values of Skewness and Kurtosis as normality tests and Table 4.8 gives a breakdown of the findings.

Table 4.7: Normality Test

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Growth of Aviation Sector	63	-.759	.302	-.138	.595
Strategic leadership	63	1.235	.302	.886	.595
Strategic communication	63	.564	.302	.716	.595
Strategic monitoring and evaluation	63	.063	.302	-.660	.595

From the findings in Table 4.8, all the values of Skewness and Kurtosis are within the range of +/-3 which means that the data has normal distribution. Thus, the data set adopted in this study was suitable for running regression analysis.

4.8.2 Test for Multicollinearity

Multicollinearity was determined through computation of values of VIF and Table 4.9 gives a review of the findings. Table 4.9 gives a review of the findings.

Table 4.8: Multicollinearity Test

		Collinearity Statistics	
Model		**Tolerance**	**VIF**
1	Strategic leadership	.441	2.265
	Strategic communication	.766	1.305
	Strategic monitoring and evaluation	.493	2.030

From the findings in Table 4.9, all the variables have VIF values in the range of 1-10, a clear indication that there was no multicollinearity in the independent variables. Thus, the data was suitable for running regression analysis.

4.8.3 Heteroscedasticity Test

The consistency of the error term throughout a given data set is tested by running a heteroscedasticity test. Levene Test was used to test for the presence of Heteroscedasticity in the data and Table 4.10 gives a review of the findings.

Table 4. 9: Heteroscedasticity Test

Variable	Levene Test
Strategic leadership	.765
Strategic communication	.872
Strategic Monitoring and Evaluation	.733

From Table 4.10, all the variables have p-values above 0.05 and this according to Berenguer-Rico and Wilms (2021) is an indication of absence of Heteroscedasticity condition in the sample data which is desirable.

4.9 Multiple Regression Results

Multiple regression analysis was conducted to establish the effects of strategic implementation on organizational growth of Kenya Civil Aviation Authority. The findings of model summary were determined and summarized as shown in Table 4.11 below.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725[a]	.525	.496	1.53430

Source (Researcher, 2024)

Table 4.11 gives the value of R-square as 0.525, this means that 52.5% change in strategic implementation on organizational growth of Kenya Civil Aviation Authority can be explained by the influence of strategic leadership, strategic communication as well as strategic monitoring and evaluation.

Table 4.12: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.052	3	5.017	52.086	.000[b]
	Residual	12.619	131	0.096		
	Total	**28.671**	**134**			

Source (Researcher, 2024)

Table 4.12 indicates that the overall regression model that was adopted in this study was generally significant (F=52.086, p<0.05). Thus, there exist some other additional factors aside from those that were covered in this study which should be the focus of future studies. The findings on beta coefficients and significance were determined and summarized as shown in Table 4.13 below.

4. 2 Coefficients and Significance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
Constant (1)	6.519	2.311		2.821	.007
Strategic leadership	.289	.081	.111	3.568	.029
Strategic communication	.333	.068	.048	4.897	.031
Strategic Monitoring and Evaluation	.243	.035	.693	6.856	.000

Source (Researcher, 2024)

The first specific objective of the study was to establish the influence of strategic leadership on growth of aviation sector in Kenya. From results in Table 4.13, the p-value under strategic leadership is 0.029 which is less than 0.05. The beta coefficient β=0.289 is also positive. This means that strategic leadership has a positive and significant influence on the growth of Kenya Civil Aviation Authority. It can thus be deduced that

when the top leadership of Kenya Civil Aviation Authority adopts strategic leadership in the strategic implementation, its growth would be improved.

The findings agree with some empirical studies that were reviewed. For instance, Alhyasat and Sharif (2018) did an inquiry with emphasis on strategic leadership buy-in and its link with performance at an organizational level. It established that strategic leadership and performance at firm level are directly linked with each other. Riel (2019) did an assessment of strategic leadership and its role towards performance at an organizational level. It was noted that strategic leadership determined the performance at an organizational level. The focus of the study by Lola and Nyangau (2018) was on strategic leadership and the role it plays towards performance of public sector institutions in the Kenyan context.

While leveraging descriptive research design, the aspects of strategic leadership including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration were found to have significant prediction of performance at an organizational level. Zipporah (2017) did an analysis of strategic leadership and its implication on performance at a firm level. It emerged that strategic leadership influenced performance from an organizational point of view.

The second specific objective of the study was to establish the influence of strategic communication on growth of aviation sector in Kenya. From the results in Table 4.13, the p-value is reported as 0.031 with β=0.333, which is positive. This means that strategic communication was significant. It can then be deduced that strategic communication has a positive and significant influence on organizational growth of Kenya Civil Aviation Authority.

This finding agrees with Goldberg and Gustafson (2023), who established that strategic communication is critical for the success of an enterprise. Kamami (2021) did an assessment of strategic communication and its link with change management at an organizational level by studying the Capital Market Authority of Kenya and the study noted that timely and open communication, effective management of feedback and proper utilization of the channels of communication improve change management at an organizational level. Chepkosgei, Mwangi and Kinyua (2020) investigated strategic communication and performance of parastatals in Kenya where it was established that strategic communication had a positive implication on performance of state corporations. Ngereri (2018) did a study on strategic communication management and the link with devolution borrowing evidence from Taita Taveta County of Kenya and established that strategic communication management has a significant link with success of devolution in the Kenyan context.

The third specific objective of the study was to establish the influence of strategic monitoring and evaluation on growth of aviation sector in Kenya. At 5% level of significance, the study noted that strategic monitoring and evaluation had p-value as 0.000 which was less than the 0.05 threshold. The beta coefficient $\beta=0.243$. This means that strategic monitoring and control had a positive and significant effect on the growth of KCAA. Strategic monitoring and evaluation are about the implementation framework guiding strategic implementation, its work plan development, process review, control measures and reporting as well as adaptation to changing during the strategic plan implementation process in an organization.

This finding is consistent with Dziyaba (2017) who analyzed the role played by monitoring and evaluation (M&E) in supporting strategic management. After processing the gathered information, the study was able to document that the key challenge in

monitoring and evaluation activities in the bank was that employees felt that they were subjects of evaluation as opposed to being users. However, in the study conducted in Somalia by Beluhu (2021), key emphasis was on monitoring and evaluation framework and their link with success of the development projects. The analysis was able to demonstrate that there was limited participation by the community in monitoring and evaluating projects dealing with education. Mnzava (2019) provided an indication that monitoring and evaluation plays an instrumental role in allowing an organization to offer quality services to its customers.

4.9.1 Hypotheses Testing

Three hypotheses were formulated and tested in this study and the outcome of the results tabulated as indicated in Table 4.14 that gives a review of the findings.

Table 4.14: Test of Hypotheses

Hypotheses	P-Value	Decision Criteria
H_{o1}: Strategic leadership has no significant influence on growth of Kenya Civil Aviation Authority	P<0.05	Reject H_{o1}
H_{o2}: Strategic communication has no significant influence on growth of Kenya Civil Aviation Authority	P<0.05	Reject Ho_2
H_{o3}: strategic monitoring and evaluation has no significant influence on growth of Kenya Civil Aviation Authority	P<0.05	Reject H o_3

Source (Researcher, 2024)

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The Chapter summarizes the findings, highlights the conclusion and recommendations drawn for policy makers and organizational leaders as anchored in the theoretical and empirical foundations on the effect of corporate strategy implementation on growth of aviation sector in Kenya with a case of Kenya Civil Aviation Authority. The chapter also includes areas for further research for future scholars' consideration.

5.2 Discussions

The study sought to establish the effects of corporate strategy implementation on growth of aviation sector in Kenya with a case of Kenya Civil Aviation Authority. The independent variable was operationalized as strategic leadership, strategic communication and strategic monitoring and evaluation. The study established that strategic implementation had a positive effect on organizational growth of Kenya Civil Aviation Authority. The discussions of the findings of the study are as provided in the sections below and comparison drawn with the literature reviewed earlier.

5.2.1 Strategic Leadership and Growth of Aviation Sector in Kenya

The findings indicate that respondents slightly agreed that there was clarity of strategic goals at Kenya Civil Aviation Authority, there was effective stakeholder management by KCAA leadership and that there was clarity of strategic direction. From regression analysis results, strategic leadership has a positive and significant influence on the organizational growth of Kenya Civil Aviation Authority. It can thus be deduced that when the top leadership of KCAA adopts strategic leadership, its growth would be improved. The finding agrees with Riel (2019) who did an assessment of strategic leadership and its role towards performance at an organizational level. It was noted that

strategic leadership determined the performance at an organizational level. While leveraging descriptive research design, the aspects of strategic leadership including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration were found to have significant prediction of performance at an organizational level in a study that was done by Lola and Nyangau (2019).

5.2.2 Strategic Communication and Growth of Aviation Sector in Kenya

The findings from descriptive statistics show that respondents agreed that the strategic implementation process was adequately communicated at Kenya Civil Aviation Authority, Kenya Civil Aviation Authority had created awareness among employees regarding the strategies in place and that awareness creation had equipped employees with relevant skills to support strategic implementation at Kenya Civil Aviation Authority. In regard to regression analysis, strategic communication was significant. It therefore, be deduced that strategic communication has a positive and significant influence on organizational growth of Kenya Civil Aviation Authority. Kamami (2021) did an assessment of strategic communication and its link with change management at an organizational level by studying the Capital Market Authority of Kenya and the study noted that timely and open communication, effective management of feedback and proper utilization of the channels of communication improve change management at an organizational level. Chepkosgei, Mwangi and Kinyua (2020) investigated strategic communication and performance of parastatals in Kenya where it was established that strategic communication had a positive implication on performance of state corporations.

5.2.3 Strategic Monitoring and Evaluation and Growth of Aviation Sector in Kenya

The findings indicate that respondents agreed that the entire process of implementation of strategies at Kenya Civil Aviation Authority was regularly reviewed, there was adequate reporting of challenges encountered in the strategic implementation process at KCAA

and that work plans were regularly developed to help in strategic implementation at KCAA. From regression analysis, the study noted that strategic monitoring and evaluation had a positive and significant effect on growth of Kenya Civil Aviation Authority. This finding is consistent with Dziyaba (2017) who analyzed the role played by monitoring and evaluation (M&E) in supporting strategic management. After processing the gathered information, the study was able to document that the key challenge in monitoring and evaluation activities in the bank was that employees felt that they were subjects of evaluation as opposed to being users. However, in the study conducted in Somalia by Beluhu (2021), key emphasis was on monitoring and evaluation framework and their link with success of the development projects.

5.3 Summary of Main Findings

The main objective of the study was to examine the effect of corporate strategy implementation on growth of aviation sector in Kenya: a case of Kenya Civil Aviation Authority. Measures for strategic implementation were strategic leadership, strategic communication and strategic monitoring and evaluation and organizational growth were measured using creation of employment, new product development, increased Sales revenues, expansion of operating capacity and improved oversight role.

Out of the 146 questionnaires that were issued, 135 were accurately filled in and returned for analysis. Prior to the field visit, piloting was done, and reliability coefficients were established to be greater than 0.7 and Cronbach Alpha coefficient mean value being 0.872 revealing that the research instrument was reliable. Descriptive statistics and regression analysis were used to analyze the data. The value of R-square was 0.525 of changes in organizational growth of Kenya Civil Aviation Authority indicating that 52.5% change in strategic implementation on organizational growth of Kenya Civil

Aviation Authority can be explained by the influence of strategic leadership, strategic communication as well as strategic monitoring and evaluation.

The first objective of the study examined the influence of strategic leadership on o growth of aviation sector in Kenya. Descriptive statistics revealed that the majority agreed, and that strategic leadership influenced growth of Kenya Civil Aviation Authority and multiple regression analysis established p-value under strategic leadership is less than 0.05 while the beta coefficient is also positive. This means that strategic leadership has a positive and significant influence on organizational growth of Kenya Civil Aviation Authority.

The second objective of the study determined the influence of strategic communication on growth of aviation sector in Kenya. The descriptive statistics revealed that the majority agreed that strategic communication influenced growth of Kenya Civil Aviation Authority. Multiple regression analysis established, the p-value and beta coefficient which are both positive. This means that strategic communication was significant on the organizational growth of the Kenya Civil Aviation Authority.

Thirdly, the study examined the influence of strategic monitoring and evaluation on growth of aviation sector in Kenya. Descriptive statistics revealed that the majority agreed that strategic monitoring and evaluation influenced growth of Kenya Civil Aviation Authority. At a 5% level of significance, the study noted that strategic monitoring and evaluation had a positive p-value and the beta coefficient. This means that strategic monitoring and evaluation had a positive and significant effect on organizational growth of Kenya Civil Aviation Authority.

5.4 Conclusions

The study was set out to determine the influence of strategic leadership on growth of Kenya Civil Aviation Authority. Based on descriptive statistics, it emerged that top management of Kenya Civil Aviation Authority and the larger aviation players need to improve by adopting strategic leadership for clarifying the strategic goals and vision of the organization to employees. Regarding regression analysis results, it is concluded that a unit adoption or enhancement in strategic leadership can positively translate to growth of an organization.

The study also sought to establish the influence of strategic communication on **g**rowth of aviation sector in Kenya. Based on descriptive statistics, this study concludes that strategic communication was practiced at Kenya Civil Aviation Authority. In view of regression analysis results, the study concludes that strategic communication is a positive and significant enabler of growth KCAA.

The study determined the influence of strategic monitoring and evaluation on **g**rowth of aviation sector in Kenya. In line with descriptive statistics, it is concluded that strategic monitoring and evaluation had been embraced at KCAA. It can further be concluded from regression analysis that strategic monitoring and evaluation significantly affected the growth of Kenya Civil Aviation Authority.

5.5 Recommendations

Based on the established findings, the following recommendations should be instituted by management of Kenya Civil Aviation Authority and the wider aviation sector players in Kenya to improve corporate strategic implementation at the organization.

The top management team at Kenya Civil Aviation Authority and other aviation players should improve on their strategic leadership practices through constant sharing of its

vision and strategic goals to all employees and other stakeholders. Top and executive leadership at Kenya Civil Aviation Authority should cultivate teamwork and collaboration between employees to ensure realization of the established goals. Leadership at KCAA should ensure there is active employee involvement in the undertakings and decision making.

Strategic communication at Kenya Civil Aviation Authority and Kenyan aviation sector players can be improved by ensuring that all stakeholders are adequately briefed and informed of the strategy implementation efforts and endeavors. There is a need for managers working at Kenya Civil Aviation Authority to embrace more awareness campaigns and regularly communicate the strategy implementation process to employees and other stakeholders.

Regarding strategic monitoring and evaluation, the study recommends that the management team working Kenyan aviation sector should have in place an implementation framework that can provide clear guidance on the strategic implementation process. The top aviation managers should regularly communicate and report challenges being in the strategic plan implementation phase.

5.6 Areas for Further Research

In this study, only one organization being Kenya Civil Aviation Authority was covered as a case study and specifically objectives of strategic leadership, strategic communication and strategic monitoring and evaluation were covered and their effects on organizational growth. Future studies can be conducted covering a wide range of analysis. This will allow an opportunity for generalization of the findings to the wider population.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

I am a postgraduate student at Africa Nazarene University pursuing a Master of Business Administration, Strategic Management option. As part of the programme requirement, I am expected to carry out research on issues related to the strategic management field. My topic is entitled, "**Effect of Corporate Strategy Implementation on Growth of Aviation Sector in Kenya: A Case of Kenya Civil Aviation Authority**". This is therefore, to kindly ask you to participate by way of responding to the questionnaire below. All the answers will be treated with utmost confidentiality and only for the purposes of this research and the result of the study will be shared with you.

Thank you for participating.

Wario Halake

SECTION A: GENERAL INFORMATION

1. Kindly indicate your gender

Male ( ) Female ( )

2. How long have you been working at the Kenya Civil Aviation Authority?

4 years and below ( ) 5-8 years ( ) 9-12 ( ) more than 12 ( )

3. Kindly indicate your highest academic qualification

Certificate ( ) Diploma ( ) Undergraduate degree ( ) Master's degree and above ( )

SECTION B: STRATEGIC LEADERSHIP

4. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

Statements on Strategic Leadership	**1**	**2**	**3**	**4**	**5**
There is shared vision by the top leadership of KCAA	1	2	3	4	5
There is clarity of strategic goals at KCAA	1	2	3	4	5
The KCAA top leadership inspires staff during strategic implementation.	1	2	3	4	5
There is clarity of strategic direction at KCAA	1	2	3	4	5
There is effective stakeholder management by KCAA leadership	1	2	3	4	5

SECTION C: STRATEGIC COMMUNICATION

5. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

Statements on Strategic Communication	**1**	**2**	**3**	**4**	**5**
KCAA has created awareness among employees regarding the strategies in place	1	2	3	4	5
Creating awareness on strategies has allowed stakeholders to support successful implementation of strategies at KCAA	1	2	3	4	5
Awareness creation has equipped employees with relevant skills to support strategic implementation at KCAA	1	2	3	4	5
Strategic implementation process is adequately communicated at KCAA	1	2	3	4	5
Stakeholders are adequately informed about strategic implementation at KCAA	1	2	3	4	5

SECTION D: STRATEGIC MONITORING AND EVALUATION

6. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

Statements on Strategic Monitoring and Evaluation	**1**	**2**	**3**	**4**	**5**
KCAA has an implementation framework guiding strategic implementation	1	2	3	4	5
Work plans are regularly developed to help in strategic implementation at KCAA	1	2	3	4	5
The entire process of implementation of strategies at KCAA is regularly reviewed	1	2	3	4	5
Adequate controls measures are in place to facilitate smooth implementation of strategies at KCAA	1	2	3	4	5
There is adequate reporting of challenges encountered in strategic implementation at KCAA	1	2	3	4	5

SECTION E: GROWTH OF AVIATION SECTOR IN KENYA

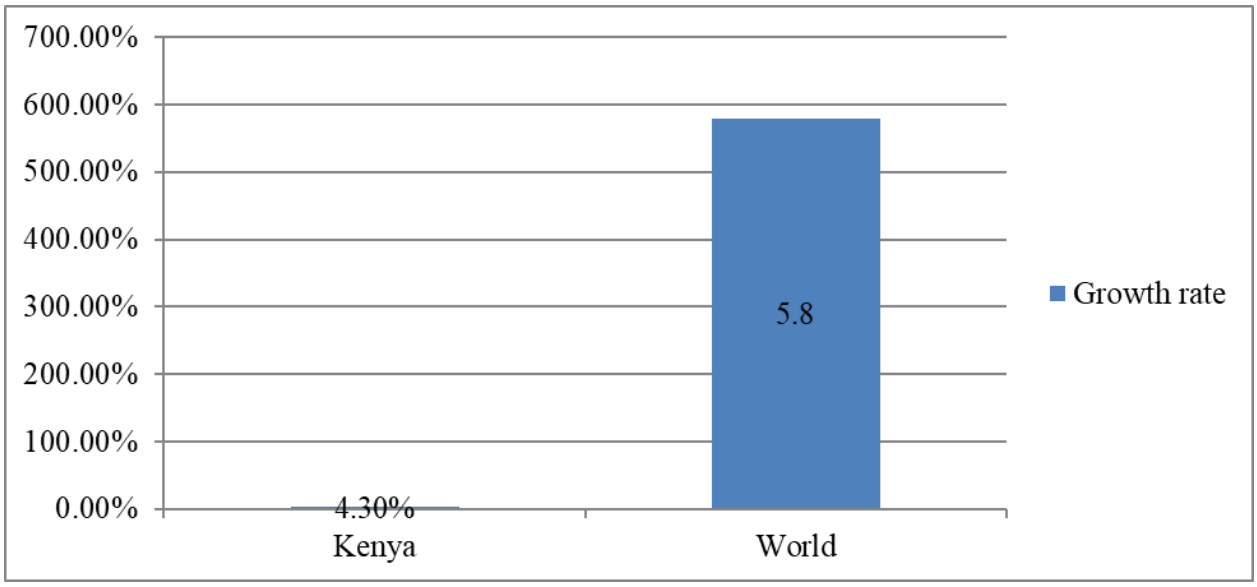
7. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

Statements on Organizational Growth of Kenya Civil Aviation Authority	**1**	**2**	**3**	**4**	**5**
New job opportunities have emerged during the strategic implementation at KCAA	1	2	3	4	5
The implementation of strategies has led to development of relatively new products at KCAA	1	2	3	4	5
The implementation of strategies has allowed KCAA to generate more revenues	1	2	3	4	5
The implementation of strategies has led to an expansion in operating	1	2	3	4	5

capacity at KCAA					
The implementation of strategies has led to improved oversight role of KCAA	1	2	3	4	5

THANK YOU.

APPENDIX II: PROJECTED GROWTH RATE OF AVIATION SECTOR BY REGION



APPENDIX III: MAP OF EMBAKASI AREA OF NAIROBI CITY COUNTY



APPENDIX IV: ANU LETTER OF AUTHORIZATION

9th May 2024

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 21J01DMBA013
The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: WILLIAM WARIO HALAKE

Mr. William is a postgraduate student at Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete his program, Mr. William is conducting research entitled: " **Effect of Strategic Implementation on Organizational Growth at Kenya Civil Aviation Authority**"

Any assistance offered to him will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,

MBA, Coordinator,

School of Business,

Africa Nazarene University

APPENDIX V: NACOSTI RESEARCH PERMIT



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 290375

Date of Issue: 23/May/2024

RESEARCH LICENSE

This is to Certify that Mr.. William Wario Halake of Africa Nazarene 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 Strategic Implementation on Organizational Growth at Kenya Civil Aviation Authority for the period ending : 23/May/2025.

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