ROLE OF LEADERSHIP IN STRATEGY EXECUTION
IN THE AIRLINE INDUSTRY IN KENYA

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Role of Leadership in Strategy Execution in the Airline Industry in Kenya

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2017
DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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OLE Mapelu Zakayo  Date

This thesis has been submitted for examination with our approval as University Supervisors.

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JKUAT, Kenya
DEDICATION

I dedicate this work to my family for their understanding, unwavering support, and encouragement during my study.
ACKNOWLEDGEMENT

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## ACRONYMS AND ABBREVIATIONS

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<th>Abbreviation</th>
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<td>ANOVA</td>
<td>Analysis of Variance</td>
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<td>COO</td>
<td>Chief Operating Officer</td>
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<td>CS</td>
<td>Communication Skills</td>
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<tr>
<td>GM</td>
<td>General Manager</td>
</tr>
<tr>
<td>HOD</td>
<td>Head of Department</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>IUCN</td>
<td>International union of conservation of nation.</td>
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<tr>
<td>KCAA</td>
<td>Kenya Civil Aviation Authority</td>
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<tr>
<td>KQ</td>
<td>Kenya airways</td>
</tr>
<tr>
<td>LC</td>
<td>Leadership Conduct</td>
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<tr>
<td>LMX</td>
<td>Leader Member Exchange</td>
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<tr>
<td>MD</td>
<td>Managing Director</td>
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<tr>
<td>MP</td>
<td>Monitoring process</td>
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<td>R&amp;D</td>
<td>Research and Development</td>
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<td>SE</td>
<td>Strategic Execution</td>
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<td>SLS</td>
<td>Strategic Leadership Skills</td>
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<tr>
<td>SPSS</td>
<td>Statistical Packet for Social Sciences</td>
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<td>WID</td>
<td>Women in development</td>
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DEFINITION OF TERMS

Airline Industry: A group or set of companies that provide air transport services for travelling passengers and freight. Airlines services are categorized into; intercontinental, domestic, regional, international, or cargo and may be operated as scheduled services or charters (Carey, 2013).

Communication: Is the activity of conveying information through speech, writing, or other behaviour (Trenholm & Jensen, 2013).

Conduct: Is a personal behaviour, a way of acting and showing one’s behaviour. It is guided by a set of rules outlining the social norms, rules and responsibilities of, or proper practices for an individual (Brian & Carnes, 2011).

Globalization: A process in which people, ideas and goods spread throughout the world, spurring more interaction and integration between the world’s cultures, movements and economies (Gabriel & Mohamed, 2011).

Human Resource: Refers to individuals, personnel, or workforce within an organization responsible for performing the tasks given to them for the purpose of achievement of goals and objectives of the organization (Radhakrishna & Satya, 2015).

Hypothesis: Is a proposed explanation for some event, problem, or a phenomenon. For a hypothesis to be scientific, the scientific method requires that one can be tested (Shields & Tajalli, 2006).

Leadership: sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders (Chin, 2015).

Mission: An agenda for social constructionist perspective on corporate communication. Is a communication of an organization’s purpose that guides its actions, spell out overall goal, provide path and guide decision-making (Sebastian, Anita, & Adelien, 2011).
**Organization:** Is an entity comprising a multitude of people and has a collective goal or objective. It is made up of structures that define how activities such as task allocation, coordination, and supervision are directed toward achievement of organizational aims (Robins & Judge, 2007).

**Philosophy:** Is the study of general and fundamental problems such as those connected with existence, knowledge, values, reason, mind, and language. Historically it encompassed any body of knowledge (Collins, 2009).

**Questionnaire:** Is a research instrument consisting of a series of questions and other prompts for the purpose of gathering a wide range of information from a large number of individuals often referred to as respondents (Saris & Gallhofer, 2014).

**Strategic Management:** Is the continuous planning, monitoring, analysis and assessment of all that is necessary for an organization to meet its goals and objectives (Franken, *et al.*, 2009).

**Strategy Execution:** The Discipline of Getting Things Done and a systematic way of exposing reality and acting on it. The heart of strategy execution lays in three core processes, that is, people, strategy, operations (Franken, *et al.*, 2009).

**Strategy:** It is perspective, position, plan, and pattern. Strategy is the bridge between policy or high-order goals on the one hand and tactics or concrete actions on the other. Strategy and tactics together straddle the gap between ends and means (Nickols, 2012).

**Vision:** An organization’s declaration of its mid-term and long-term goals. It is characterized by conciseness, clarity, abstractiveness, stability, future orientation and desirability or ability to inspire (Sooksan & Gayle, 2010).
The airline industry in Kenya is run by several airline companies including those operating international routes, regional and local routes. The industry has become very competitive as more and more airline companies launched their operations. The airlines industry is expected to play a pivotal role by utilizing the flagship infrastructural projects to steer Kenya’s economy towards a middle-income level as envisaged in vision 2030. Examining strategy through the lens of leadership focuses the current study on the critical roles that a leader must undertake in the process of strategy execution. Leadership is perceived to play an important role in strategy execution. Leadership therefore is perceived and widely described as one of the key drivers of effective strategy execution. The main objective of this study was to determine the role of leadership in strategy execution in the airline industry in Kenya. The specific objectives were to examine the effects of the strategic leadership skills on strategy execution, assess how leadership conduct influences strategy execution, determine the effects of monitoring the process on strategy execution, and establishing the effect of communication skills on strategy execution in the airline industry in Kenya. The study tested the null hypothesis that: Strategic leadership skills, leadership conduct, monitoring process and communication skill do not have a significant effect on strategy execution respectively in the airline industry in Kenya. The population for this study consisted of the employees of sixteen airlines operating internationally, regionally, and locally in Kenya. The total target population were 4560 employees from 16 airlines in Kenya. A total of 354 respondents from 16 airlines were used as the sample size for the study. Descriptive survey design was used for the purposes of this study. The study used the positivism research paradigm by utilizing an empirical setting to investigate the theoretical relational paths drawn from literature and test them through hypotheses. Primary and secondary data was collected for analysis. Self-administered questionnaires were used to collect primary data alongside evaluation reports that were obtained for the secondary data on strategy execution. The data collected was then analysed by both descriptive and inferential statistical tools. Quantitative data was then presented using statistical techniques including tables while qualitative data was presented using charts, graphs, and percentages. The research used multi-linear regression model as a tool for analysis and the results generated through SPSS. The model summary showed the explanatory power of the model as indicated by coefficient of determination of R squared of 39%. The general findings showed that leadership role in strategy execution is key. The study revealed that conceptual skills, technical competence, strategic management skills and intuitiveness of the leader were found to be critical ingredients in enhancing business strategy execution in any industry. The study recommends that the leaders in the airline industry should adopt and enhance their strategic leadership skills, leadership conduct, monitoring process and improve their communication skills. Further the industry leaders ought to provide a forum where they can receive feedback for checks and controls of information being conveyed to the executing team. The current study findings are aimed at benefiting the policy makers in the airline industry, the government of Kenya and the scholars.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study
A leader is a person who influences a group of people towards the achievement of strategic goals. Since bold strategies often require breakthroughs along a number of fronts, organisations need stronger and more dominant leadership at all levels if these strategies are to succeed. Examining strategy through the lens of leadership focuses the current study on the critical roles that a leader must undertake in the process of strategy execution. In choosing this focal point, leader may find that some strategic activities such as industry analysis, competitive analysis, and internal analysis become their second priority because it is not as important for the leader to do them as it is to make sure such activities get done. Kathleen (2012) maintains that the leader must embed strategy in the organization: choose an excellent team, pick the right roles, and let the rest of the team make the strategic moves. The logic is that if you begin with the right people, an organisation can more easily adapt to a fast-changing world because the right people already are adaptable and self-motivated. Indeed, picking the right people is one of the few things that leaders can directly control for the sake of successful execution of business strategies. Vision is the core of leadership and is at the heart of strategy execution. The leader’s role is to create the vision for the organisation in a way that will engage both the imagination and the energies of its people. According to Drucker (2012), an effective leader knows that the ultimate role of leadership is to create human energies and human vision during the strategy execution process. Leaders have primary responsibility of executing the chosen strategy. While an action plan involves many discrete tasks, at the core, the leader must build an organization that can carry out the formulated strategy. The leader builds both an organizational culture and an organizational capability for executing the strategy.

As the number of strategic dimensions and corresponding initiatives increases, so does the pressure on leadership. A clear picture of the leadership gap can help guide
strategic thinking, but to retain as many options as possible, organisations must also consider ways to fill that gap. To reduce the risk of strategic failure, they need to direct their approach to leadership with three time horizons in mind. Strategy will not succeed in a void, and leadership often makes the difference between merely reaching for great opportunities and actually realizing their potential. Top managers must assess their organisation's leadership gap and find ways to close it over the short, medium, and long term. Better still, they should integrate leadership with strategy execution and thoughtfully match their portfolio of leaders with opportunities. In the face of rapid change, the organisation must conquer denial, nostalgia, and arrogance by cultivating good habits, such as visiting the places where change is taking place and getting to the real ideas and opinions of those who make change. The leader recognizes that even the best strategy decays with time and has to be renewed or altogether reinvented. Competitors, market forces, and technological changes causes such decay. Astute leaders must keep their eyes open in order to accurately and honestly appraise strategy decay as it occurs during the execution process. Sull (2009) uses the term active inertia to describe an organization’s tendency to follow established patterns of leadership behavior in response to a crisis during strategy execution. He maintains that success breeds active inertia, and active inertia breeds failure during strategy execution. An organisation’s strategic vision can shift in subtle ways over time, so the wise leader must consciously re-ask the questions during strategy execution phase, “What are we all about and where are we going?” and then, “Are we going where we need to go?”

Fallon and Paquette (2013) described leadership as being in touch with the organizational team. A leader places the people around him or her in a position that sets them up for success. This is a difficult role because a leader must have an in-depth understanding of each individual, such as understanding their career goals and knowing what motivates them. By being committed to helping the organisation achieve the desired strategic goals, the leader sets the organization up for greatness. Leadership requires being strategically focused and applying conduct techniques to build commitment and attain the best work from its people (Kinicki & Wilhams, 2013). Today’s complex business environment is characterised by globalisation,
coupled with rapid and continuous change on the technological, political, socio-economic, and environmental fronts. Strategic management is a discipline that enables organisational leaders to align the internal organisational environment with the changes in the increasingly volatile business environment in which these organisations operate in. Strategic management is viewed as the set of clear roadmap involving decisions and actions that result in the formulation of action plans, to achieve an organisation’s survival in their business environment.

Cameron (2014) reiterates that strategy execution process is a series of actions that culminates to tangible and intangible results with the aim of ensuring that the vision, mission, strategy, and strategic objectives of the organisation are successfully achieved as planned. Empirically, strategy formulation has been widely viewed as the most important component of the strategic management process, more important than strategy execution or strategic control. In sharp contrast to this, recent research conducted by Johnson and Whittington (2006) strongly points out that strategy execution, and not strategy formulation, is the key to superior business performance and that strategy execution is more important than strategy formulation. Actual strategy execution has never been more important in the recent years’ results-driven and information-driven business atmosphere. Leadership plays an important role in strategy execution. However, previous research done by Flood, et al. (2000) shows that most organisations fail to execute their strategies amicably. Further research specifically geared on leadership perceived a gap between their organisation’s ability to formulate and communicate sound strategies and their ability to execute these strategies. Sound strategy execution is very complicated. The more drastic the degree of change required by the strategy, the more challenging strategy execution becomes. This is further cemented by recent research done by Allio (2012) which indicated that executing a strategy is more demanding than formulating a strategy.

Leadership therefore is perceived and widely described as one of the key drivers of effective strategy execution. In contrast, however, a lack of leadership, and specifically strategic leadership by the top managers of the organisation thereof, has been identified as one of the major barriers to the effective execution of strategy. Hitt and Hillman (2009) defined leadership as the leader’s ability to anticipate, envision, maintain flexibility, and to empower others to create strategic change as desired.
Leadership is multifunctional as it involves managing through others, and assisting in the processes that are required to ensure that organisation is exponentially placed in a competitive edge in the current business environmental dispensation. Moreover, leaders require the ability to accommodate and integrate both the internal and external business environments of the organisation, and to manage and engage in complex information processing. There is a clear distinction between management and leadership. In essence and according to Kotter (2006), management can be said to be all about coping with complexity while leadership on the other hand is all about coping with change. The process of executing a strategy often requires change in an organisation and leaders are required to drive this strategic change as reiterated by Ehlers and Lazenby (2004) who further defined leadership in the context of strategy execution as the availability of leaders at all levels to mobilise the organisation towards its strategy. In agreement to this finding, Allio (2012) believed that effective leadership must be execution-biased and must drive the execution of strategy by three pillars that is motivating ownership of strategy, commitment to the strategy, and being part and parcel of the process of executing the strategy.

Numerous studies support the fact that strong leadership is a key driver of strategy execution and is fundamental in providing clear direction to an integrated strategy execution process and control. In order to clear any doubts, Collins and Burt (2005) argued that the climate created by leaders on all levels of the organisation, significantly impacts on the execution of strategy. Leadership is pervasive and impacts on various factors, including change management, organisational culture and organisational power structures. Leadership plays a critical and crucial role in translating the formulated strategy into actions and results. In this regard, Pearce and Robinson (2007) stated that the successful transition from formulation to execution depends on the leadership. On the same note, Rothschild (2006) focused on the question of the alignment of different leadership styles with different strategies. The study further stated that when a growth strategy is followed, leaders should pay more attention to managing relationships and inspiring people, and on communicating the objectives and strategies to the people. The pursuance of growth strategies requires leaders that have a more democratic and participative leadership style in order to ensure that the team buy into the vision of the organisation.
Determining a strategic direction for the organisation is the leadership feat that is perceived to play the most important role in effective strategy execution. The development of human capital and the exploitation and maintenance of core competencies also play an important role in strategy execution. In turn, the development of social capital can be said to be a tactical leadership action that is perceived to play the least important role in effective strategy execution. The airline industry in Kenya is run by several airline companies including those operating international routes, regional and local routes. The industry has become very competitive as more and more airline companies launched their operations in Kenya. Kenya Airways (KQ) used to command a good and significant position within the African region but of late its fortunes have been dwindling rapidly due to among other issues, increased competition on key routes in Africa coupled with pricing pressure. Competitors have launched flights on major routes, for example. South Africa airways have increased significantly their presence in south and west African routes while Qatar Airways have been effective in various Middle East and Europe destinations while Emirates Airlines has also been competitive in Africa and the rest of the world. Air Arabia also raised the bar on competition especially on the pricing front. It is also worth to note that, the Middle East carriers have been competing with Kenya airways (KQ) on the pricing. Ethiopian airline Jambojet, Fly540, Jet Link and Precision Air, have enhanced their presence in the region on the back of new routes’ expansion and increased frequency on existing destinations including their dominance in Arusha, Dar-salaam and Zanzibar respectfully.

Second Medium Term Plan (2012 - 2017) identifies emerging issues and challenges in the larger aviation industry in Kenya that might hinder the realization of Kenya Vision 2030 under the economic pillar. The subsector specific challenges include lack of adequate and skilled flight safety inspectors rapid technological changes in equipment for the provision of air navigation services alongside lack of efficient strategists and insufficient strategy execution skills in the airlines industry. The airlines industry is expected to play a pivotal role by utilizing the flagship infrastructural projects to steer Kenya’s economy towards a middle-income level as envisaged in vision 2030. In order to attract more and more airline companies to invest in Kenya, the government is implementing key programs and projects that include expansion and modernization of aviation facilities. The government aims at
making Kenya the aviation hub in the African region through modernization of aviation of facilities and targets annual capacity of 45 million passengers. In readiness to utilise these facilities, the current study aims to trigger and highlight the role of leadership in strategy execution in the airlines industry to support the achievement and realization of Kenya Vision 2030 under the economic and social pillars respectively.

1.2 Statement of the Problem
Mingjian Zhou (2014) conducted a study on why people blame leaders for team relationship conflict. The roles of leader-member exchange differentiation and ethical leadership and found out that leader member exchange (LMX) differentiation was positively related to team relationship conflict, and ethical leadership weakened the relationship between LMX differentiation and team relationship conflict. Allio (2012) did a study on leaders and leadership, various theories but what advice is reliable? The study concluded that invisible forces act on the leadership process: the expectations of the followers, the culture of the organization and the circumstances at play. The task at hand and the context seem to dictate when and how leadership appears. The leadership dynamic thus depends on the situation. McDermott, et al. (2011) did a study on leadership brand equity: HR leaders' role in driving economic value and asserted that organizations with recognized leadership brands outperform others in their industry in three critical areas namely revenue, net income, share price, and the importance of leadership reputation increases even more significantly in a tough economy.

A study conducted by Sanders and Schyns (2006) on the role of implicit leadership theories in the performance appraisals and promotion recommendations of leaders found out that when there is a poor match between a supervisor's implicit leadership theories and his or her perception of a subordinate leader, this leader's performance appraisal and promotion chances are believed to decrease. In a similar manner, the implicit leadership theories of followers may influence their appraisal of a leader's performance. This according to this study will affect the level of strategy execution in a particular industry. The ability of an organization to compete in a flat world is
enhanced when all elements of the enterprise are in close alignment. A key role of the leader of the enterprise of the future is to create and maintain this alignment (Murray & Greenes, 2006). If this alignment is maintained, the execution of the strategy can be enhanced and performance improved. One study that was conducted in South African strategic leaders by Jooste and Fourie (2009) on the role of strategic leadership in effective strategy implementation concluded that strategic leadership positively contributes to effective strategy implementation in South African organisations.

Given the severe consequences of a leadership gap, the best-planned strategy is no more than wishful thinking if it can't be translated from concept to reality, why do so many organisations discover their leadership shortfall only when executing their strategies? This question raises another, more fundamental one regarding strategy and leadership: which is the chicken and which is the egg? While some studies look at leadership from the theoretical perspective, others look at it from the situational perspective. However, these studies do not directly link the role of leadership and strategy execution in Kenya Scenario; neither do any of them link leadership role to the strategy execution. The study’s aim therefore was to determine the role of leadership in strategy execution in the airline industry in Kenya.

1.3 Objectives of the Study
The study was guided by the following objectives.

1.3.1 General Objective
The general objective of the study was to determine the role of leadership in strategy execution in the airline industry in Kenya.

1.3.2 Specific Objectives

1. To examine the effect of strategic leadership skills on strategy execution in the airline industry in Kenya.

2. To assess how leadership conduct influences strategy execution in the airline industry in Kenya.
3. To determine the effect of monitoring process on strategy execution in the airline industry in Kenya.
4. To establish the effect of communication skills on strategy execution in the airline industry in Kenya.

1.4 Hypotheses of the Study

The study was guided by the following hypotheses derived from the study objectives.

1. \( H_01 \): strategic leadership skills do not have a significant effect on the strategy execution in the airline industry in Kenya
2. \( H_01 \): Leadership conduct does not have a significant effect on strategy execution in the airline industry in Kenya
3. \( H_01 \): Monitoring the process does not have a significant effect on strategy execution in the airline industry in Kenya
4. \( H_01 \): Communication skills does not have a significant effect on strategy execution in the airline industry in Kenya

1.5 Significance of the Study

The motivation for this study was based on the high failure rate of strategy execution efforts worldwide. The study would benefit the management in the airline industry not only locally but also internationally in understanding the role of leadership in strategy execution. The management in this industry would be able to read, re-align and gain competitive advantage over their competitors by expanding to new markets, diversifying or specialization through leader-driven effective execution of relevant strategies. The study would also benefit the government and policy makers in the airline industry in that they will be able to provide the leadership that the airline industry needs by effectively executing strategies that will lead to markets liberalization. They would also be able to recognize the need to move in the right direction since policy reforms are critically necessary to support the long-term health of the industry and help revive those airlines whose fortunes are dwindling. The
study would further add literature to the body of knowledge in this sector nationally, regionally and on the international front.

1.6 Scope of the Study
According to Essays (2015), scope of the study defines the parameters of objects, a theory process describing either future, current or past knowledge of descriptive activity. This study limited itself to the airlines domiciled in Kenya; this was because the airline sector remains a large and growing sector locally, regionally and at the global level. The industry facilitates economic growth, world trade, international investment and tourism and is therefore central to the globalization, taking place in many other industries world over. The study concentrated on four predictor variables including strategic leadership skills, leadership conduct, monitoring process, communication skills and response variable, strategic execution.

1.7 Limitations of the Study
The major limitation of the study was the slow response from the respondents. Most of the respondents took longer than expected to attend to the questionnaire. The researcher solved this problem by making frequent visits to their office to make appeal and politely ask them to spare sometime out of their busy schedules to fill the questionnaire. Another challenge experienced was the respondents attitude. Some of the respondents viewed this research as an investigatory kind of exercise. The researcher solved this by assuring every respondent that the research was purely academic and that there was nothing sinister. The researcher also assured the respondents that their responses would be treated with utmost confidentiality.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents review of diverse studies explaining the role of leadership in strategy execution. The chapter starts by theoretically explaining the meaning of hypothesized variables and then empirical literature. It also provides conceptual framework of the study variables, empirical review, and critique of existing literature. The main aim of literature review was to identify gaps from the existing body of knowledge that need to be addressed by the current study. This review therefore aimed at giving the study a foundation for the gaps the study aimed to address. Finally, the chapter presented the summary of the literature reviewed.

2.2 Theoretical Framework

The study was guided by the following theories; Participatory Theory, Behavioral Theory, and Chamberlain's Theory of Strategy.

2.2.1 Participatory Theory

A participatory theory is a theory of knowledge which holds that meaning is enacted through the participation of the human mind with the world. Originally proposed by Johann Goethe, Participation is viewed as an important means for promoting the sustainable management of natural resources. However, participation is not always successful. Conflicting values and power inequalities are all factors that can severely undermine participatory processes (Marjanke, et al., 2012). Participatory democracy is a process of collective decision making that combines elements from both direct and representative democracy: Citizens have the power to decide on policy proposals and politicians assume the role of policy implementation (Enriqueta & Santiago, 2009). Kaplan and Norton (2005) on balance scorecard affirms that genuine revealed that communication skills, user stories and story cards, working software and acceptance tests structured the customer and user participation were key indicators of
leading by example. This form of user participation supported a balance between flexibility and project progress and resulted in a project and a product which were considered a success by the customer and the development organization. The analysis showed that the integrative framework for user participation can also successfully be used in a new context to understand what participatory design is and how, when and where it can be performed as an instance of a design process in agile development.

By drawing on innovation theory it was found that participatory design in agile development bears the characteristics of a successful organizational innovation. Grounding further explanations in complex adaptive systems theory, the study provides an additional argument why strategic leadership skills, leadership conduct and communication skills fosters project staff to successfully carry out the agile development project despite some identified challenges (Kautz, 2011). Disterheft (2015) posits that participatory processes can be better assessed from a social learning and organisational learning perspective, emphasizing non-linear criteria for the quality of the process in terms of depth and meaningfulness as well as criteria for the quality of the outcome in terms of knowledge generation and innovation. Disterheft (2015) also points implicitly to the need of considering double- and triple-loop learning, if a culture of participation towards sustainability is to be pursued, and underline the high impact of institutional governance. If people participate, what are they aiming to gain by participating? One view is instrumental whereby participation increases the efficiency and cost-effectiveness of 'formal' development programs (Mayo & Craig, 2005). The broad goals of development are valid, but the institutional practices are not working, but can be improved by direct involvement of the beneficiaries. An example is the Women in Development (WID) initiatives of the 1970s aimed at incorporating women into the planning process (Moser, 2009). Others see participation as part of a more transformative agenda (Esteva & Prakash, 2008) which might be anti-developmental. Esteva and Prakash (2008) see the Zapatistas of Mexico as an anti-developmental movement par excellence. Despite
these differences, there has been a growing acceptance regarding the importance of local involvement. At the root of this 'consensus' is the belief in not relying on the state the prime institution of modernity - for development. So, it might not be coincidental that participatory development gained popularity around the same time as the neo-liberal counter-revolution of the early 1980s with its discourse of self-help and individualism (Toye, 2007).

2.2.2 Behavioral Theory

Behavior change is often a goal for staff working directly with constituents, organizations, governments, or communities. Individuals charged with this task can be thought of as “interventionists” whose goal is to design and implement programs or interventions that produce the desired behavioral changes Glanz, et al. (2009). The study suggested that designing interventions to yield behavior is best done with an understanding of behavior change theories and an ability to use them in practice. Ansoff (2011) argues that behavioral theory provides a better framework for theorizing about communication skills, an enhanced theory of agent behavior, and an improved platform for making recommendations about the design of strategy implementation framework. Jonathan and Parthiban (2014) on the other hand, propose that the behavioral theory of the firm perspective on research and development search requires modification when applied to monitoring process aspects because reciprocity and embodiments can influence the search decision. Jonathan, et al. (2014) went further to posit that when performance exceeds aspirations, leaders with rich communication skills are more inclined to use their privileged position to help the less fortunate stakeholders by engaging in additional research and development search that should yield greater payoffs for these stakeholders in the future. The results indicate that while firms engage in ‘problematic’ search in a manner similar to what has been found in other contexts, they respond differently when performance exceeds expectations.

It has been found that as performance rises above aspirations, communitarian-
oriented firms raise R&D search to a greater extent than do firms that lack leaders with effective communication skills (Jonathan & Parthiban, 2014). According to Judge, et al. (2009), behavioral research shows that reasons for and reasons against and that leadership behaviour is a big leap from Trait Theory, in that it assumes that leadership capability can be learned, rather than being inherent. This opens the floodgates to leadership development, as opposed to simple psychometric assessment that sorts those with leadership potential from those who will never have the chance.

A behavioural theory is relatively easy to develop, as it can be simply assessed through both leadership success and the actions of leaders. According to this theory, one can then correlate statistically significant leadership behaviors with success. The theory also explains ways of identify leadership behaviours which contribute to failure, thus adding a second layer of understanding.

2.2.3 Chamberlain's Theory of Strategy

Geoffrey P. Chamberlain’s theory of strategy offers valuable insights into the cognitive aspects of strategy when leaders are trying for big wins. It provides guidance for understanding the actual achievement of strategy execution success, partly because it underestimates the role of destiny and of contextual factors illuminated by prior strategy research. The theory draws on the work of Chandler, Andrews, Mintzberg and Quinn but is more specific and attempts to cover the main areas they did not address. Chamberlain analyses the strategy construct by treating it as a combination of four factors. The theory introduces a specific and coherent interpretation of the strategy construct. Chamberlain (2010) argues that it is not possible either to analyse or compare strategies if we cannot clearly describe and categorize what we are looking at and more importantly execute. Strategy operates in a bounded domain, that is, separate from the policy, tactical and operational domains, and execution. These factors have the prepositions that strategy has a single, coherent focus; a strategy consists of a basic direction and a broad path; a strategy can be deconstructed into elements. It further reiterates that each of the individual components of a strategy’s broad path, that is, each of its essential thrusts is a single
coherent concept directly addressing the delivery of the basic direction towards successful execution. A strategy’s essential thrusts each imply a specific channel of influence through strategic leadership and communication skills respectively. A strategy’s constituent elements are each formed either deliberately or emergently and executed diligently.

Chamberlain’s theory states that an entity’s strategy is the result of the interaction of a variety of forces in and around the entity, with the strategist’s cognitive bias. Those forces are divided arbitrarily into three broad categories: internal (that include leaders and other top management team), external, and shareholders. Chamberlain (2010) argues that only six of these types are likely to be successful as strategists, and describes those six, which he calls Operators, Executives, Administrators, Entrepreneurs, Pioneers and Visionaries. Chamberlain (2010) continue to assert that the first two factors implicitly specify the various processes that can be involved in strategy formation and execution. He explains these and shows how they relate to each other by presenting a simple sequential process chart that distinguishes between deliberate and emergent strategy at each step and how successful as strategists can contribute to successful execution. The study claims that this aspect of the theory offers a solution to an old dispute in the management literature over the technical and practical differences between deliberate and emergent strategy formation and execution (Mintzberg, et al., 2009).

As explained by the theory, the first factor divides any entity’s environment into three categories. In his Factor four discussion for example, Chamberlain (2010) divides the ways in which each of those environmental areas can be influenced, into two types. The first type, the rational approach, consists of only considering standard economic forces, as described for example by Smith (2009), Schumpeter (2008), and Gujarati and Porter (2013). The second type of influence technique, the leadership approach, considers combinations of economic and role of leadership in strategy formation and execution, including for example those described by Hitt and Hillman
Combining the leadership skill, communication skills, leadership conduct and monitoring process with the two influence techniques creates six categories of techniques strategies can employ to achieve their intended effects on strategy execution. Chamberlain (2010) calls these categories channels of influence, and asserts that a competent strategist is able to use all of the six to strategy formation and execution. The study argues that a strategist who only considers one channel of influence, for example the external rational channel, which Porter’s theories rely on, is trapped in a paradigm. In view of summarizing the relevance of this theory, Chamberlain (2010) states that his theory applies to any organization’s strategy formation and execution, whatever the type or size of organisation, business, military, religious, non-profit, union, social club, administrative or political branch of government, or even individual people.

2.3 Conceptual Framework
Kothari (2009) defines a conceptual framework as an organized way of thinking about how and why a project takes place and how we understand its activities. A framework can help us explain why we are doing a project in a particular way. It can also help us to understand and use the ideas of others who have conducted similar studies. A framework can also be used like a travel map. The scale on a map tells us how far apart different places are. It is therefore, possible to get an idea on how long it might take to move from one point to the next (Mugenda & Mugenda, 2008).

The conceptual framework of this study includes four independent variables and one dependent variable. Independent variables are factors that may influence the outcomes. These can also refer to as treatment, manipulated, or predictor variables while dependent variables are factors that depend on the independent variables or outcomes or results of the influence of the independent variables (Cresswell, 2007). The independent variables for this study are: strategic leadership skills, monitoring the execution process, leadership conduct, and communication skills while the dependent variable is strategy execution. The study therefore, seeks to determine
how the independent variables influence the dependent variable in airline industry in Kenya. The conceptual framework, Figure 2.1, shows the relationship between the study variables. It is based on the participatory theory, behavioural theory, and Chamberlain's theory of Strategy.

![Conceptual Framework](image)

**Strategic Leadership Skills**
- Conceptual skills
- Technical skills
- Strategic management skills

**Leadership Conduct**
- Horizontal Solidarity
- Innovative Conduct
- Practical Leadership

**Monitoring Process**
- Direct Involvement
- Choice of Monitoring Systems

**Communication Skills**
- Dissemination Strategy
- Modes and Frequency of Communication

**Independent Variables**

**Strategy Execution**
- Competitive Advantage
- Sales Growth
- Returns on Investment

**Dependent Variable**

2.3.1 Strategic Leadership Skills

In a study that aimed at exploring the link between active leadership involvement and strategy implementation success in state-owned enterprises in Zimbabwe found out that most strategies failed due to the inability of leaders to make use of their various skills to create the awareness and show the strategy implementation roadmap as most of the strategy implementers were not aware of the leadership expectations. The study underscored the fact that leadership in its wisdom should consider making use of their skills and capabilities such as human, technical and conceptual skills to create the need for change and enhance strategy execution receptivity through...
imparting knowledge, motivation and guidance to strategy execution through individuals and teams (Mapetere, *et al.*, 2012). Moreover, other studies have highlighted three different leadership skills that are necessary for strategy implementation success. Technical skills, according to Rappe and Zwick (2007), are a key prerequisite for strategy execution especially in the drafting of action plans. Yukl (2006) on his part also has it that the use of technical skills by a change agent can be perceived as a reliable source of advice, information and expertise to solve technical problems and to take good decisions on visible projects. However, due to limited degrees of success in previous strategies many employees’ perception of their leadership expertise power has drastically been reduced leading to the reliance on human and conceptual skills.

Other studies like De Wit and Meyer (2010) also explained that the core problem of change is the existence of various factual and personal barriers that should be identified and reconciled before strategy execution. In this regard, it can be noticed that many of the execution efforts have failed due to the over reliance on technical skills that cannot solve personal problems and induce commitment, ownership and general involvement of employees. In addition, the environment understudy was also very turbulent in relation to the economic welfare of employees and as such it called for more use of human skills that would allow top leadership to effectively motivate and rally all employees’ efforts behind the new strategies (De Wit & Meyer, 2008). Moore and Rudd (2005) developed a model for the essential leadership skills and corresponding competencies for leaders. The competencies were classified into different category such as human, conceptual, communication, emotional intelligence, industry knowledge and technical skills. Moore and Rudd (2005) conducted a follow up study to empirically validate their previous study on leadership as perceived by team members and found six important leadership domains including perceived proficiency of the leaders. It was discovered that technical skills were domains that were of average proficiency.

A leader, who is the overseer of a team, is expected to create an environment with assurance and security for team members to express themselves candidly without
fear, and by encouraging and motivating them to actively contribute to planning and execution of the strategy. Ismail, et al. (2011) suggested that effective academic leaders need a number of specific leadership skills and competencies to lead. These skills and competencies are required for research universities to move towards excellence. The ability of a leader to visualize the team as a whole and how the team will contribute to fulfilling its part in the vision of the organisation is an important skill that a leader needs to lead a team effectively (Shahmandi, et al., 2011). However, the authors did not investigate the direct influence of conceptual skills on team performance. When the leader displays his or her prowess as a guide for the team members, it fosters respect and willingness to follow such a leader so as to be able to acquire such technical skill as the leader possesses. Moore and Rudd (2005) classified technical skills into the following: Competent (technical area) Internet skills; Computer skills; Finance/fundraising; Budgeting. A leader with the above skill set can use his/her skill to effectively lead a team. Rappe and Zwick (2007) argued that technical skill is one of the leadership skills area that is of importance for leaders and members of their team to perform effectively especially during execution. However, the author did not investigate the direct influence of technical skills on team performance. In their findings, Nordin and Ayankunle (2013) suggest that focused leadership competency development garage should be arranged for leaders in the organisation. According to him, such competency and leadership training program will allow team leaders to improve their leadership qualities in respect to strategy formulation and execution.

2.3.2 Leadership Conduct

According to Oshagbemi and Ocholi (2013), a number of the leadership style dimensions and other explanatory variables were significantly related with some of the individual leadership behavior types. For example, intellectual stimulation was positively and significantly related to declarative leadership which is a characteristic of creative organizations that have confidence in the abilities of its workforce. However, it does not find a direct gender effect on leadership behavior. The differences in the leadership styles practiced by managers may be blurred in organizations with short chains of command, while it will tend to be pronounced in
organizations with long chains of command, other things being equal. Overall, while there was a weak but statistically significant difference between the leadership styles of senior and first-level managers, the differences in their leadership behavior was statistically strong (Oshagbemi & Samuel, 2013).

Kouzes (2007), found out that business people tend to prefer leaders who focus on managing the business system over other considerations such as relationship management; task orientation is more important than relationship orientation. In the business environment, there appear to be little or no differences in preferences relating to gender; men and women have nearly identical preferences; age has some influence; generally, older business people tend to have higher preference scores for a managerial leader who clearly defines his or her own role, and lets followers know what is expected, and pushes them to work harder and exceed past performance. Subordinates neither received nor expected paternal leadership conduct. They expected and did receive moderately authoritarian leadership conduct (Kouzes, 2007).

De Jong and Hartog (2007) found out that there were 13 relevant leadership behaviors. Although innovative conduct is crucial in such firms, it has received very little attention from researchers. Leaders influence employees' innovative conduct both through their deliberate actions aiming to stimulate idea generation and application as well as by their more general, daily conduct. Bilal (2014), realized that leaders proved to have had more leadership experiences than non-leaders in their youth. Such experiences impact on self-perception as a leader, the development of self-efficacy in leadership, and the accumulation of psychological and behavioral knowledge related to the manifestation of leadership. Oshagbemi and Samuel (2006) grouped managers into three categories: practical leaders (group 1), unity leaders (group 2) and uncaring leaders (group 3). Attention then focused on the distinctive styles and conduct of the practical, unity and uncaring leaders who formed 12, 69 and 19 per cent of the managers, respectively. McDermott, et al. (2011), did an analysis which led to the identification of development-oriented themes in the leadership literature, and the provision of insights regarding the developmental
influences, core activities (vision and mobilization) and the contextual influences (sectoral and societal) which affect appropriate leadership conduct. Consensus in leaders' perception and cohesiveness within the team are positively related for transformational leadership style. Results from multi-level analyses show a positive relationship between cohesiveness and horizontal solidarity conduct. For vertical solidarity conduct an interaction effect was found: the relationship between cohesiveness and vertical solidarity conduct is positive if employees perceive their supervisor as high transformational, but is slightly negative if employees perceive their supervisor as low transformational (Sanders & Schyns, 2006).

Leaders use a range of styles, the predominant styles being democratic, affiliative and authoritative. Although leaders varied in their decision-making authority and consultative tendency, (Chapman, et al., 2014), asserts that virtually all leaders show evidence of active leadership. Organizational culture, context, individual propensity and “style history” emerged during the inductive analysis as important factors in determining use of leadership styles by medical leaders (Chapman, et al., 2014). Do men and women have a different or a similar approach to the leadership style? Various leadership styles and conduct of managers have been researched in several countries to identify similarities and differences between men and women leaders (Oshagbemi & Samuel, 2013). The studies also found out that women managers delegate less than their men counterparts, but there are no statistical differences between their directive, consultative and participative leadership styles. The study also found out that, in leadership conduct, men and women leaders differ significantly only in inspirational motivation but not in the other aspects of leadership behavior (Oshagbemi & Samuel, 2013).

2.3.3 Monitoring Process
The challenge is not only producing a winning strategy at a point in time but getting employees smart enough and motivated enough to execute the strategy and change it as conditions change. This requires the leader to focus as much on the process used to develop the strategy, the human dimension, as the content of the strategy, the analytical dimension. Agbejule and Jokipi (2009) indicate that, for prospector firms,
high degrees of internal control activity and low degrees of monitoring ensure a greater effectiveness of the internal control system. On the other hand, for analyzers a high degree of internal control activity and high degrees of monitoring lead to a highly effective internal control system in strategy implementation. In addition, the findings indicate no significant differences between defenders and analyzers.

Das and Banerjee (2012) reveal that there is no single strategy that can address all aspects related to process monitoring and fault detection efficiently and there is a need to mesh the different techniques from various process monitoring and fault detection strategies to devise a more efficient strategy. Customer accounting, competitive position monitoring, competitor performance appraisal based on published financial statement and quality costing represent the most widely used strategic management accounting techniques in the Italian sample (Cinquini & Tenucci, 2010). Successful leaders have adopted a variety of strategies to strengthen and monitor compliance by their suppliers, including codes of conduct, direct monitoring by their own personnel, more stringent contract conditions, and reduction in the number of contractors (Bremer & Udovich, 2001). Increasingly, visionary leaders are turning to what are termed as “monitoring coalitions”, membership organizations that undertake to organize the monitoring of labour or other standards in the factories. To be effective, these emerging systems must address a range of issues, including how to manage the monitoring process, what standard to set, how to finance monitoring, how to disseminate the information collected and, most difficult, how to accomplish cost-effective monitoring in tens of thousands of production facilities in Latin America, Eastern Europe, Asia, and Africa (Bremer & Udovich, 2001).

Collins and Burt (2005) drawing on the transaction cost and power literatures, proposes that leaders trade-off monitoring intensity against market orientated sanctions to protect against supplier opportunism. Based on a survey of 55 food manufacturers, the findings demonstrate that retailers’ product-related monitoring intensity is positively related to the retailer's strategic use of retail brands, positively related to the manufacturer's specific investments in the relationship with the retailer,
but negatively related to the retailer's ability to impose market-orientated sanctions on the manufacturer (Collins & Burt, 2005). To conclude these views, Labianca and Fairbank (2005) argue that the depth or intensity with which the monitoring process is pursued as well as the breadth or degree of overlap in the sets of organizations chosen to monitor, determines the volume and diversity of information acquired, the strength of the signal sent to constituent groups, and the amount and type of change likely to emerge from the process. All of these factors will ultimately affect the firm's strategy implementation (Labianca & Fairbank, 2005). Answering the same question from the perspective of the human dimension, Quong and Walker (2010) states that the leadership role is to be the architect of the perfect strategy process.

Leaders holding this perspective see the process as the primary outcome and the product, while important, can and should be monitored. There is a recognition that the end result will necessarily evolve so the more important endpoint is to build the capacity for strategic thinking across the group so that change, when it occurs, can be absorbed more quickly and more completely. Leaders who lean to the human dimension see strategy execution as a continuing work in progress, something that is more free-flowing, never truly complete but continuously being shaped as interactions occur with external and internal environment and as new issues and knowledge emerge from the people throughout the organization. Leadership is required to continuously monitor process thus circling back on key ideas that will frequently drive the strategy execution process to re-visit critical assumptions and, based on the insights gained, alter course (Phipps & Burbach, 2010).

2.3.4 Communication Skills

Forman and Argenti (2005) rightly noted in their study of how corporate leadership communication skills influences strategy execution that although an entire discipline is devoted to the study of organizational strategy, including strategy execution, little attention has been given to the links between communication and strategy. The study also noted that business communication researchers have become increasingly interested in the contribution of corporate leadership communication skills to an organization’s ability to create and disseminate its strategy. However, very few
studies have investigated the link between corporate leadership communication and strategy and by so doing their focus has primarily been on how corporate leadership communication skills affects the organization’s relationship with its various stakeholders. At least, numerous studies have already emphasized the importance of communication skills for the process of strategy execution (Schaap, 2006). The study of Schaap (2006), which was conducted in the casino industry within the state of Nevada, United States of America shows that over 38 percent of the senior-level leaders do not communicate the organization’s direction and business strategy to all of their subordinates. This study also reinforces findings that frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values.

The leadership communication skills are vital elements whose purpose is to facilitate strategy execution through variety of ways (Forman & Argenti, 2005). Communication skills can also serve as the antenna of an organization, receiving reactions from key constituencies to the strategy of the firm. Forman and Argenti (2005) found that the alignment between the leadership communication skills and the strategy execution process was particularly visible in those companies that were going through fundamental strategic change. All of the firms studied were involved in significant efforts in internal communications and felt that the leader was central to the success of the function, particularly in terms of implementing strategy and building reputation (Forman & Argenti, 2005). In a related study on conceptualizing communicative leadership done by Catrin, et al. (2014), it was found that there are four central communicative skills of leaders which include structuring, facilitating, relating, and representing. They also found that eight principles of communicative leadership which include conversation, listening, body language, anticipating needs, trust, re-confirming, being positive, being prepared, and a tentative definition are equally critical during strategy implementation. A communicative leader is defined as someone who engages employees in dialogue, actively shares and seeks feedback, practices participative decision making, and is perceived as open and involved.
Apart from being construed through leadership, communication skills are deeply connected with strategic consensus. Everybody in the organisation must know the direction the organisation is going and what are the strategic objectives. As well they must know the vision, thus the ideal state. Communication skills serve as a means to reach this consensus.

Leadership task is to ensure that this communication takes place, between themselves and middle management, between different functions and between other important connections in the organisation. Rapert, et al. (2008) see the need for vertical communication through the organisation as well as frequent communication as major method to reach shared perceptions, values and beliefs among the workforce and eventually reach a stage of higher performance of the organization. Also, Noble (2009) feels the significance of a common language and understanding. Myers (2009) see a major challenge in the lack of honest upward conversations from the team about barriers and underlying causes, which is caused by a strict top-down management style. The study agrees with Noble (2009) and Rapert, et al. (2008) that poor vertical communication inhibits effective strategy execution and promote more open dialogue within the organisation. Mapetere, et al. (2012) also found that strategy implementation in most state-owned enterprises failed due to lack of two-way communication. They therefore recommended that state-owned enterprises should consider adopting two-way communication tools that permit and solicit questions and opinions from employees on issues related to the strategy execution. They further suggested that the communications should tell employees about the new requirements, tasks and activities to be performed by the team that is executing the corporate strategy, and, furthermore, cover the why reason behind changed circumstances.

2.3.5 Strategy Execution
Strategy execution is emerging as one of the critical sources of sustainable competitive advantage in the twenty-first century. As a result, strategy execution can no longer take a back seat to strategy formulation (Hunter, 2007). Success depends on a new strategic paradigm that includes world-class, strategy-execution skills such
as managing the development and implementation of a portfolio of initiatives, synchronizing internal processes with market rhythms, and avoiding disruptions by handling the ripple effect of organizational change. At a strategic and operating level, these practices improve all of the classic drivers of shareholder wealth (Hunter, 2007). Salas and Huxley (2014) affirm that organisations had identified a need to better understand their strategic objectives by a stronger visual representation of the components of their strategy, as well as a need to identify how their daily operational tasks contributed to, or distracted from, the achievement of their strategic goals. These cases assisted in the creation of a method of both facilitating better understanding of strategy through visualization, and better execution through linking strategy to process. The studies went ahead to confirm that this methodology resulted in the employees of these organizations gaining a much stronger understanding of the strategic directions of the organisation and improved the three elements of effective strategy execution: visibility; leverage and responsiveness.

According to Sabourin (2015), there are four drivers to the performance and management practices of managers, that is; driver of emotions, (getting a commitment for your objectives), the dimension of taking initiatives (translating the objectives into concrete projects/empowerment), the driver of rules (clarifying and aligning the objectives) and driver of immediate action (taking valued added action and facing emergencies in the execution). Organizations should go beyond operation measures (both financial and non-financial) and also focus on strategic factors such as situation and actors, which actually lead to the other strategic performance factors which lead to effective strategy execution (Kumar 2015). The conceptualization of learning and learning organization can only be possible when organization develops adaptive culture. When an organization becomes a learning organization, it starts becoming vital by adopting flexibility wherever and whenever it is required. This vitalization process helps organization use successfully the frameworks of strategy execution (Kumar, 2015). Smith (2009) found out that restriction of strategic choices proved to be popular with executives, creating a sense of common purpose while allowing local interpretation. The research further asserted that the disciplined
execution process deployed the strategy down through every leadership team, connecting ultimately with the work-plans of all employees. The successful execution of the strategy led directly to the improvement of sales growth, productivity, margins and cultural cohesion (Smith, 2009). Thanyawatpornkul, et al. (2016) affirm that the most brilliant strategy ever devised won't get you anywhere if you can't execute it.

According to Kumar (2015), the context of effective strategy execution, the organization support system has most driving power affecting appropriateness of other automate systems. On the other hand, the research went ahead to confirm that the effective design and deployment of control and monitoring system dependent on other systems. The control and monitoring directly affects the success of strategy execution while the other systems affect execution through structural mediation suggested by the proposed model (Kumar 2015). A performance-based service strategy needs to be upgraded, modified and customized based on performance measurements, as well as needs, wants and preferences of the involved parties during the contract period (Kumar, et al., 2006). In general view therefore, it is solid execution that ultimately makes a technology, product or strategy stand out from the crowd. Surprisingly, though, many companies fail when it comes to actual delivery. As a result, any superiority counts for little and performance falls below expectation. At this point, leaders typically opt to restructure in the quest to improve strategic execution. The move appears to make sense. Changes made are tangible and stripping away management layers reduces costs and improves the bottom line. But this action merely scratches the surface of the problem and any improvement is invariably short-lived. In other words, the real causes of poor organizational performance go unchecked. So, what are these causes? One of which is poor strategy execution.

2.4 Empirical Review
Mapetere, et al. (2012) explored the link between active leadership involvement and strategy implementation success in state-owned enterprises in Zimbabwe and found out that most strategies failed due to the inability of leaders to make use of their
various skills to create the awareness and show the strategy implementation roadmap as most of the strategy implementers were not aware of leadership expectations. The study underscored the fact that leadership in its wisdom should consider making use of their skills and capabilities such as human, technical and conceptual skills to create the need for change and enhance strategy execution receptivity through imparting knowledge, motivation and guidance to strategy execution through individuals and teams. Moore and Rudd (2005) developed a model for the essential leadership skills and corresponding competencies for leaders. The competencies were classified into different categories such as Human, conceptual, communication, emotional intelligence, industry knowledge and technical skills. A follow up study was conducted to empirically validate their previous study on leadership as perceived by team members and found six important leadership domains including perceived proficiency of the leaders. It was discovered that technical skills were the domain that were of average proficiency by the leaders. Nordin and Ayankunle (2013) suggest that focused leadership competency development garage should be arranged for leaders in the organization. Accordingly, such competency and leadership training program will allow team leaders to improve their leadership skills in respect to strategy formulation and execution.

Based on the study done by De Jong and Hartog (2007), it was found out that there are 13 relevant leadership behaviors. Although innovative behavior is crucial in such firms, it has received very little attention from researchers. Leaders influence employees’ innovative behavior both through their deliberate actions aiming to stimulate idea generation and application as well as by their more general, daily behavior. Bilal (2014), realized that leaders proved to have had more leadership experiences than non-leaders in their youth. Such experiences impact on self-perception as a leader, the development of self-efficacy in leadership, and the accumulation of psychological and behavioral knowledge related to the manifestation of leadership. McDermott, et al. (2011), did an analysis which led to the identification of development-oriented themes in the leadership actions, and the provision of insights regarding the developmental influences, core activities (vision
and mobilization) and the contextual influences (sectorial and societal) which affect appropriate leadership behavior. Consensus in leaders' perception and cohesiveness within the team are positively related for transformational leadership style that positively affects strategy implementation. Results from multi-level analyses show a positive relationship between cohesiveness and horizontal solidarity behavior. For vertical solidarity behaviour an interaction effect was found: the relationship between cohesiveness and vertical solidarity behavior is positive if employees perceive their supervisor as high transformational, but is slightly negative if employees perceive their supervisor as low transformational (Sanders & Schyns, 2006).

Successful leaders have adopted a variety of strategies to strengthen and monitor process, including codes of conduct, direct monitoring by their own personnel, more stringent contract conditions, and reduction in the number of contractors (Bremer & Udovich, 2001). Labianca and Fairbank (2005) argue that the depth or intensity with which the monitoring process is pursued as well as the breadth or degree of overlap in the sets of organizations chosen to monitor, determines the volume and diversity of information acquired, the strength of the signal sent to constituent groups, and the amount and type of change likely to emerge from the process. All of these factors will ultimately affect the firm's strategy implementation (Labianca & Fairbank, 2005). Quong and Walker (2010) found out that the leadership role is to be the architect of the perfect strategy execution process. Leaders holding this perspective see the process as the primary outcome and should therefore be monitored. There is a recognition that the end result will necessarily evolve so the more important end-point is to build the capacity for strategic thinking across the group so that change, when it occurs, can be absorbed more quickly and more completely. Phipps and Burbach (2010) found that leaders who lean to the human dimension see strategy execution as a continuing work in process (progress), something that is more free-flowing, never truly complete but continuously being shaped as interactions occur with external and internal environment and as new issues and knowledge emerge from the people throughout the organization. Leadership is required to continuously monitor process thus circling back on key ideas that will frequently drive the strategy.
execution process to re-visit critical assumptions and, based on the insights gained, alter course.

Effective communication skills are one of the biggest factors in successful leadership in formulating and implementing strategies. Forman and Argenti (2005) rightly noted in their study of how corporate leadership communication skills influences strategy execution. The study of Schaap (2006) which was conducted in the casino industry in Nevada shows that over thirty-eight percent of the senior-level leaders did not communicate the organization’s direction and business strategy to all of their subordinates. This study also reinforces findings that frequent communication up and down in organization enhances strategic implementation consensus through the fostering of shared attitudes and values. Forman and Argenti (2005) found that the alignment between the leadership communication skills and the strategy execution process was particularly visible in those companies that were going through fundamental strategic change. All of the firms studied were involved in significant efforts in internal communications and felt that the leader was central to the success of the function, particularly in terms of implementing strategy and building reputation (Forman & Argenti, 2005).

In a related study on conceptualizing communicative leadership done by Catrin, et al. (2014), four central communicative skills of leaders were identified and includes structuring, facilitating, relating, and representing. The study also identified eight principles of communicative leadership which include conversation, listening, body language, anticipating needs, trust, re-confirming, being positive, being prepared, and a tentative definition and concluded that such are equally critical during strategy implementation. Rapert, et al. (2008) see the need for vertical communication through the organisation as well as frequent communication as major method to reach shared perceptions, values and beliefs among the workforce and eventually reach a stage of higher performance of the organization. Noble (2009) revealed the significance of a common language and understanding. Myers (2009) see a major challenge in the lack of honest upward conversations from the team about barriers and underlying causes, which is caused by a strict top-down management style. The
study agrees with Noble (2009) and Rapert, et al. (2008) that poor vertical communication inhibits effective strategy execution and promote more open dialog within the organisation. Mapetere, et al. (2012) also found that strategy implementation in most state-owned enterprises failed due to lack of two-way communication. They therefore recommended that state-owned enterprises should consider adopting two-way communication tools that permit and solicit questions from employees on issues related to the strategy execution.

Strategy execution is one of the critical sources of sustainable competitive advantage in the twenty-first century. The conceptualization of learning and learning organization can only be possible when organization develops adaptive culture towards achievement of strategic goals. Kumar (2014) observed that when an organization becomes a learning organization, it starts becoming vital by adopting flexibility wherever and whenever it is required. This vitalization process helps organization use successfully the frameworks of strategy execution. On the other hand, Smith (2009) found out that restriction of strategic choices proved to be popular with executives, creating a sense of common purpose while allowing local interpretation. The research further asserted that the disciplined execution process deployed the strategy down through every leadership team, connecting ultimately with the work-plans of all employees. According to Smith (2009), any successful strategy execution leads directly to the improvement of sales growth, productivity, margins and cultural cohesion. Zagotta and Robinson (2002) affirm that the most brilliant strategy ever devised won't get you anywhere if you can't execute it.

Mapetere, et al. (2012) did a study aimed at exploring the link between active leadership involvement and strategy implementation success in State Owned Enterprises in Zimbabwe and revealed a relatively low leadership involvement in strategy implementation leading to partial strategy success. Through an interview and a self-administered open ended questionnaire targeting a total of 188 respondents, the findings show that leadership has been failing to role model the ideal conduct necessary for successful strategy execution. The absence of a well-crafted strategic vision and the lack of communication were also identified. The study concluded that
leadership should be able to craft a vision for any strategic programme, design effective communication strategies as well as to role model conduct changes that are consistent with new strategies. Using a qualitative research design and 11 semi-structured interviews with senior leaders in the Irish public, voluntary (non-profit) and private sectors regarding the study on understanding leader development: learning from leaders, McDermott, *et al.* (2011) found out that core activities (vision and mobilization) and the contextual influences (sectoral and societal) which affect appropriate leadership conduct and this can impact on strategy execution. Sabourin (2015) on the other hand on his study on strategy execution: five drivers of performance, found four drivers of the performance and management practices of managers which included; driver of emotions, (getting a commitment for your objectives), the dimension of taking initiatives (translating the objectives into concrete projects/empowerment), the driver of rules (clarifying and aligning the objectives) and driver of immediate action (taking valued added action and facing emergencies in the execution). The studies used survey questionnaire which was administered to a population of 484, with a study sample of 180 managers to better understand the underlying drivers of performance in strategy execution.

Using an empirical study based on over 450 responses to an online survey and regression analysis to test the impacts of different strategies on leadership, Marx (2015) on the study of the impact of business strategy on leadership demonstrated a strong empirical evidence that Product (Differentiation vs Low Cost strategies), Best Value, and Blue Ocean strategies have significant effects on leadership. Market strategies (Broad vs Niche strategies) have limited impacts. Schoemaker and Krupp (2015) used factor analysis in their study on overcoming barriers to integrating strategy and leadership and found out that strategic leadership can be deconstructed into more basic elements and that leaders can learn to better practice its skills, habits and attitudes once they know where they are personally weakest. Various challenges complicate better integration of strategy and leadership in the heat of battle but successful leaders conquer these by honing six essential capabilities. These are the ability to anticipate, challenge, interpret, decide, align and learn. Murray and Greenes
(2006) used a nine-tiered framework on the study of new leadership strategies for the enterprise of the future found out that the ability of an organization to compete in a flat world is enhanced when all elements of the enterprise are in close alignment. A key role of the leader of the enterprise of the future is to create and maintain this alignment. Fulmer, et al. (2009) in the study of the strategic development of high potential leaders and providing case examples of successful applications found out that those employees with high leadership potential need to be systematically identified and tracked by line managers as part of an overall strategic succession planning process. Success in developing the next generation of leaders requires creating a talent management system in which selection, development, performance management, succession and career management are aligned, reviewed and supported by senior management.

2.5 Critique of the Existing Literature Relevant to the Study
The study concurs with a number of studies that have been conducted on leadership with reference to various organizations across the globe. In their study, which aimed at exploring the link between active leadership involvement and strategy implementation success in State Owned Enterprises in Zimbabwe, Mapetere, et al. (2012) revealed a relatively low leadership involvement in strategy implementation leading to partial strategy success. Through an interview and a self-administered open ended questionnaire targeting a total of 188 respondents, the findings show that leadership has been failing to role model the ideal behavior necessary for successful strategy execution. The absence of a well-crafted strategic vision and the lack of communication were also identified as crucial limiting factor. The study concluded that leadership should be able to craft a vision for any strategic program, design effective communication strategies as well as to role model behavior changes that are consistent with new strategies. Mapetere, et al. (2012) failed to indicate population that the study was targeting to capture because Target population is one of the cornerstones of an effective research. This aspect is conspicuously missing in the study raising the question, what are the indicators of strategy implementation success? This is the question the current research will answer.
Using a qualitative research design and 11 semi-structured interviews with senior leaders in the Irish public, voluntary (non-profit) and private sectors regarding the study on understanding leader development: learning from leaders, McDermott, et al. (2011) found out that core activities (vision and mobilization) and the contextual influences (sectoral and societal) which affect appropriate leadership behavior and this can impact on strategy execution. The question which will remain is that what if you use quantitative research design, will you get the same results that McDermott, et al. (2011) got in their study? The study restricted itself to the use of only semi, structured interviews, using both the semi, structured and structured interview could be more appropriate to the study. Sabourin (2015) on the other hand did a study on strategy execution: five drivers of performance, found four drivers of the performance and management practices of managers which included; driver of emotions, (getting a commitment for your objectives), the dimension of taking initiatives (translating the objectives into concrete projects/empowerment), the driver of rules (clarifying and aligning the objectives) and driver of immediate action (taking valued added action and facing emergencies in the execution). What did not come out clearly from this study is how these drivers of performance affect strategy execution and to what extent or level should they be used to make a decision that one, two or all of them are appropriate?

Murray and Greenes (2006) used a nine-tiered framework on the study of new leadership strategies for the enterprise of the future found out that the ability of an organization to compete in a flat world is enhanced when all elements of the enterprise are in close alignment. A key role of the leader of the enterprise of the future is to create and maintain this alignment. The research nevertheless, failed to show these new leadership strategies and even what makes them superior than the old ones. In conclusion, Fulmer, et al. (2009) did a study on the strategic development of high potential leaders and providing case examples of successful applications and found out that employee with high leadership potential need to be systematically identified and tracked by line managers as part of an overall strategic succession planning process. An organization will not be 100% consisting of high
potential leaders, what will then happen to low potential leaders? It is in the view of the current research that all-inclusive programme to be implemented to take care of leaders of different carders. Success in developing the next generation of leaders requires creating a talent management system in which selection, development, performance management, succession and career management are aligned, reviewed and supported by senior management.

2.6 Research Gaps
A study conducted by Schyns (2006) on the role of implicit leadership theories in the performance appraisals and promotion recommendations of leaders found out that when there is a poor match between a supervisor's implicit leadership theories and his or her perception of a subordinate leader, this leader's performance appraisal and promotion chances are believed to decrease. This is a clear indication that there exists a research gap on how the leadership should relate with the entire team more so during the execution of the organisational strategies. In study that was conducted in South African strategic leaders by Jooste and Fourie (2009) on the role of strategic leadership in effective strategy implementation, the respondents perceived that there is a moderate to very large gap between strategy formulation and effective strategy implementation and such is occasioned by lack of participation by the leadership. There is need therefore to explore more on the role of leadership towards a successful strategy execution.

A flat world is enhanced when all elements of the enterprise including the leadership are in close alignment. A key role of the leader of the enterprise of the future is to create and maintain this alignment. By failing to show the new leadership participation strategies and even what makes them superior than the old ones, the study exposes the research gap relating to the role of leadership that this study ought to fill. Formulated strategies cannot be implemented without the involvement of every one including leadership. Sabourin (2015) on the other hand on his study on strategy execution: five drivers of performance, found four drivers of the performance and management practices of managers which included; driver of emotions, the dimension of taking initiatives, the driver of rules, and driver of
immediate action. The fact that the literature neither shows how drivers of performance affect strategy execution nor what extent or level should be used to make a decision presents a research gap for the current study to demonstrate how leadership roles contribute to the improvement of strategy execution.

2.7 Summary
Literature review in this study comprised of theoretical framework, conceptual framework, and empirical review. Participatory Theory, Behavioral Theory, Chamberlain's Theory of Strategy. Chamberlain’s theory states that an entity’s strategy is the result of the interaction of a variety of forces in and around the entity, with the strategist’s cognitive bias. He posits that his theory applies to any organization’s strategy formation and execution, whatever the type or size of organisation, business, military, religious, non-profit, union, social club, administrative or political branch of government, or even individual people. It also examined the conceptual framework and the previous literature reviewed under the following hypothesized variables; Communication skills, Monitoring the Execution Process, Leadership Conduct, and Strategic Leadership Skills. Empirical review was also captured in the chapter and assisted the research identify the research gap that exist from the previous related studies. How the leadership should relate with the entire team more so during the execution of the organisational strategies, the role of leadership towards a successful strategy execution, the level of decision making, and how leadership roles contribute to the improvement of strategy execution are some of the gaps the research identified from the past studies.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter sought to describe the research philosophy, research design, target population, sampling frame, sample and sampling techniques, instruments data collection, data collection procedure, pilot test, and data processing and analysis. Research methodology was used in this study to guide the investigation of the identified research objectives. Reliability and validity of the research instrument was also presented.

3.2 Research Philosophy
Saunders and Thornhill (2007) described research philosophy as the development of the research background, research knowledge and consideration of its nature. Research philosophy can also be defined with the help of research paradigm. According to Cohen, et al. (2000), research paradigm can be defined as the broad framework, which comprises perception, beliefs and understanding of several theories and practices that are used to conduct a research. It can also be characterized as a precise procedure, which involves various steps through which a research creates a relationship between the research objectives and questions. It is very important for the current study to have a clear understanding of the research philosophy to enable the research to examine the assumptions about the way we view the world, which are contained in the research philosophy we choose, knowing that whether they are appropriate or not. According to Saunders, et al. (2009), three major ways of thinking about research philosophy are ontology, epistemology and axiology. This research used the positivism research paradigm by utilizing an empirical setting to investigate the theoretical relational paths drawn from literature and test them through hypotheses. The conceptual framework sought to quantify the data for the purposes of explaining the underlying associations. The concept of positivist perspective is directly associated with the idea of objectivism. In this kind of philosophical approach, scientists give their viewpoint to evaluate social world with
the help of objectivity in place of subjectivity (Cooper & Schindler, 2006). The positivist position is derived from that of natural science and is characterized by the testing of hypothesis developed from existing theory through measurement of observable social realities. Positivism is said to be in the realm of theory, where the data is theory driven and design to test the accuracy of the theory (May 2001). This philosophy (positivist perspective) will enable the research to make predictions and generalizations of the study on the basis of the previously observed and explained realities and their inter-relationships of the variables.

3.3 Research Design

Bellman and Upward (2007) defined research design as a roadmap that a research can use to answer the research questions posed by the study. Sekaran (2010) stated in his study that a good research design has a clearly defined purpose and synchronizes consistency between the research questions and the proposed research method. The study adopted descriptive survey design to examine the role of leadership in improvement of strategy execution in the airlines industry in Kenya. According to Jackson (2009), descriptive design involves observation, case study or survey methods that are mainly used for describing situations. A mixed method approach involves both quantitative and qualitative analyses. According to Nachmias and Nachmias (2008), descriptive survey enables the collection of information from a large population or phenomenon in a relatively short time and yields both qualitative and quantitative information to be used for prediction and generalization of the findings of the study. The study also used qualitative and quantitative approaches. Considering the strength of mixed methods research with respect to understanding and explaining complex organizational and target population, there was clearly a need for this study to conduct a research that employs mixed methods as proposed by Cao, et al. (2006). Diversity in research methods is considered a major strength as it was the case of information systems research (Sidorova, et al., 2008).

Mixed methods research has been termed the third methodological paradigm, with quantitative and qualitative methods representing the first and second paradigms
respectively (Teddlie & Tashakkori, 2009). Spillman, (2014) observed that mixing methods and including some quantitative evidence in a qualitative research design can indeed strengthen explanation of a phenomenon but not for conventional reasons. Whereas quantitative evidence is traditionally understood as necessary to support explanatory generalization from the qualitative evidence of cases, he instead posit that it is useful for description, not general explanation. The descriptive potential of data sets is especially valuable for understanding meso-level social phenomena, which transcend the situational or interactional. The study adopted a quantitative research design to establish the associations among the key study variables. Quantitative approach is a design that sets out to quantify data in order to use statistics to analyze a data set (Babbie, 2010). Although quantitative methods are not able to provide an in-depth analysis because of lack of qualitative data, they are used to determine reliability and validity of data and to test hypothesis (Hanah & Camillah, 2008). Moreover, quantitative research methodology has been widely used in the hotel industry (Babbie, 2010). Although qualitative, case-based research was once understood as simply descriptive, recent decades have seen the emergence of new epistemological reflections that show how thick description of mixed mode type of research can support explanatory claims and theoretical generalization (Reed, 2011; Small, 2011).

3.4 Target Population
According to Mugenda and Mugenda (2008), the target population is a complete set of individual objects with some identical characteristics. A particular population has some characteristics that distinguish it from other population. In support of Mugenda and Mugenda’s arguments, Borg and Gall (2007) describes the target population as the entire group items or objects to which research is interested in generalizing the conclusions while the accessible population is the population who realistically could be included in the sample. The target population, therefore, comprised all the airlines domiciled in Kenya. The selection of the airlines is justified by their operating status (active) and are currently operating international, regional, domestic, passengers’ airlines all registered in Kenya (Kenya Civil Aviation Authority, 2014). The target population in this study comprised all the employees in the airlines industry in Kenya
who were on full time employment. The study focused on total target population of 4560 employees in 16 airlines in Kenya. These airlines were categorized as international, regional and local airlines. International airlines are airlines which take off in Kenya and land in other countries in Africa and beyond, while regional are airlines that fly out of Kenya to the local regions in east and eastern Africa while local airlines are airlines domiciled in Kenya and operating within the boundaries of Kenya.

3.5 Sampling Frame
A sample is a portion or part of the population of interest. The purpose of sampling is to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample (Cooper & Schindler, 2011). To select a representative sample, a research must first have a sampling frame and as such the current study has developed a sampling frame. Sekaran (2010) defines sampling frame as the list, directory or index of cases from which a sample can be selected. Cooper and Schindler (2011) described sampling frame as a list of elements from which the sample is actually drawn and is a representation of the target population. Sampling frame consists of a list of items from which the sample is to be drawn. In this study, the sampling frame is the target population of 4560 employees from 16 airlines from where the sample of respondents will be drawn. The summary is as shown in table 3.1.

Table 3.1 Sampling Frame

<table>
<thead>
<tr>
<th>Category of the Airline</th>
<th>Number of Airlines</th>
<th>Percentage (%)</th>
<th>Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Airlines</td>
<td>6</td>
<td>38</td>
<td>4360</td>
<td>96</td>
</tr>
<tr>
<td>Local Airlines</td>
<td>10</td>
<td>62</td>
<td>200</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>100</td>
<td>4,560</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Kenya Civil Aviation Authority (2014)
3.6 Sampling Technique and Sample Size

Babbie (2010) identified a sampling technique as a strategy through which the research will arrive at the most qualified respondents to the study questions. Rubin and Babbie (2009) observed that a sampling method is a process through which respondents with the capacity to give the study less biased evidence are selected to participate in the study. A sampling technique leads a research to a sample size, which can be easily managed by the research to collect the data needed. The study adopted stratified sampling method and multi-level sampling technique to select the top and the middle level management from the sampled airlines as it is applicable if a population from which a sample is to be drawn from does not constitute a homogeneous group (Mugenda & Mugenda, 2008). This technique enabled the researcher to divide the sample into appropriate strata that are mutually exclusive. Coopers and Schindler (2000) opined that stratified sampling gives statistical efficiency increase on a sample and provides adequate data for analyzing the various sub-population and enables different research methods and procedures to be used in different strata.

The sample size was calculated using Kothari (2009) formulae.

\[ n = \frac{z^2 \times p \times q}{e^2} \]

Where:

- \( n = \) sample size
- \( p = \) proportion of population (50%) containing the major attribute of interest,
- \( q = 1 - p \),
- \( z = \) Standard variation given confidence level of 95% and,
- \( e = \) Acceptable error of 5% (normally written as 0.05)
A sample size of 384 was therefore determined by the following computation;

\[
\frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}
\]

\[n = 384\]

The assumption of the formula was that 50% of the subjects of interest were to be studied. The acceptable precision of 5% was chosen to ensure a higher confidence level of results of the study. The sample was drawn from each sub-location was distributed through the research assistants. However, since the target population to the study (4560) was less than 10,000, the final sample size estimate was adjusted as recommended by Mugenda and Mugenda (2008).

\[
f_n = \frac{n}{1 + n/N}
\]

Where:

- \(f_n\) = is the sample size when population is less than 10,000
- \(n\) = the sample size when the population is above 10,000
- \(N\) = the population of the target sub-population

\[
f_n = \frac{384}{1 + \frac{384}{4560}}
\]

Therefore, the sample size (Respondents) was;

\[f_n = 354\]

\[
f_n = \frac{384}{1 + \frac{384}{16}}
\]

Therefore, the sample size (Airlines) was;

\[f_n = 15.56 \approx 16\]
Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Category of the Airline</th>
<th>No- of Airlines</th>
<th>Sample Size</th>
<th>Percentage (%)</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Airlines</td>
<td>6</td>
<td>6</td>
<td>40</td>
<td>4360</td>
<td>338</td>
<td>95</td>
</tr>
<tr>
<td>Local Airlines</td>
<td>10</td>
<td>10</td>
<td>60</td>
<td>200</td>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16</strong></td>
<td><strong>16</strong></td>
<td><strong>100</strong></td>
<td><strong>4,560</strong></td>
<td><strong>354</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.7 Data Collection Instruments

The research, collected data using the questionnaire that was administered to each of the sampled airlines in Kenya with the aim of generating quantitative data. Questionnaires were deemed to be excellent instruments of collecting data because they provided a clear picture as sought by research and provided timely completion of the study. Creamer (2017) opines that questionnaires are normally chosen because the administration of questionnaires to individuals helps to establish cordial relationships with the respondents before, during and after the survey. Kothari (2009) indicated that the use of a questionnaire helped the study save time as it is possible to collect huge amount of information where the target population to be studied is relatively large.

A five point Likert rating scale was used to measure all the hypothesized variables. The lowest weight of 1 signifies low ratings by the respondents while the highest weight of 5 signifies a high rating by the respondents. The questionnaire contained both structured and unstructured questions. The open-ended questions were used to limit the respondents to the hypothesized variables in which the research was interested in, while unstructured questions were used to enable the respondents to express their views in a more realistic manner (Kothari, 2009). Since the research opted for a mixed mode research, the current study collected secondary data from reliable and recognized sources. Through desktop research, the data was extracted from the secondary sources which comprised materials that were desirable, current,
accurate, sufficient and relevant collected from library text books, internet and magazines and possibly the personnel files of the respondents from their respective organizations.

3.8 Data Collection Procedure
The research intended to brief the management of the sampled airlines on the purpose and relevance of the study. The data collection procedures involved getting a clearance letter from Jomo Kenyatta university of Agriculture and Technology and another from the management of the airlines earmarked for the study. The research then expressed the need to conduct the study and the importance of the study to the target respondents. The questionnaires were administered through hand delivery by research assistants. This method allowed the research to follow up with the respondents thus enhancing a higher response rate. Three hundred and fifty-four (354) questionnaires were issued to airline managers of various cadres from managing directors, general managers, and or their assistants to heads of departments. Awareness programs were conducted to inform the respondents of the need for ethical considerations which the researchers valued and rated highly. Study dates were then determined and dates of collection agreed upon.

3.9 Pilot Study
Mugenda and Mugenda (2003) argues that pilot test is necessary because it helps to validate the data collection instruments. The questionnaires were pre-tested on a pilot set of respondents at the level of managers to help in understanding the logic and relevance of the study. Respondents in the pre-test were drawn from other similar airlines with the same characteristics and which were not part of the actual study. The pilot was undertaken to pretest data collection instrument for validity and reliability. Bergman (2010) describes pilot study as a necessary study because it helps to test the reliability of data collection instruments. Cooper and Schindler (2011) explains reliability of research as determining whether the research truly measures that which it was intended to measure or how truthful the research results are. Pilot study were then conducted to establish if any weakness existed in the design and instrumentation and to provide accurate data for selection of a sample
(Young, 2009). The validity of the questionnaire was determined using construct validity method. According to Mugenda and Mugenda (2003) construct validity is defined as the degree to which an instrument measures an intended construct.

The research involved different groups of experts in the field of strategic management and issued them with the questionnaires. The experts assessed if the questionnaires assisted in establishing the role of leadership in strategy execution in the airlines industry in Kenya. The coefficient of data gathered from the pilot study were computed with the assistance of Statistical package of social Sciences (SPSS) software to make inference of the objectives of the study. The reliability of the questionnaires was determined using test-retest method. Mugenda and Mugenda (2008) describes a reliable measurement as one that yields the same results every time the test is repeatedly done. Mandrish and Schaffer (2005) define test-retest reliability as a measure of reliability obtained by administering the same test twice over a period of time to a group of individuals. The scores from round 1 and round 2 can then be correlated in order to evaluate the test for stability over time. On the same note, Shim, et al. (2007) describes test-re-test reliability as the degree to which scores are consistent over time, that is, it indicates score variation that occurs from testing session as a result of errors of measurement. A sample of respondents from the unit of analysis was randomly selected and the questionnaire administered to them. Through the use of random sampling, the research ensured that all the respondents got an equal chance of participating in the pilot study. The instrument was then reviewed based on the pre-test experience. Kothari (2004) and Sekaran (2006) recommended a 1% sample from the population as being fit for statistical test of instruments in pilot testing phase. This was drawn from the airline companies that were not part of the sampled companies for the study.

3.9.1 Reliability the Research Instruments
This test is performed to measure the internal consistency or reliability of a psychometric test score. Cronbach’s alpha was established to measure the degree to which a set of measuring items measured a single one-dimensional latent construct. Cronbach’s alpha was chosen since it provided unbiased estimate of the test items.
The Cronbach’s alpha of 0.7 was deemed acceptable. Cronbach’s alpha reliability coefficient normally ranges between 0 and 1. The study therefore employed K-R 20 formula as suggested by Mugenda and Mugenda (2008);

\[
KR_{20} = \frac{(K) (S^2 - \Sigma \sigma_i^2)}{(S^2) (K - 1)}
\]

3.9.2 Validity of the Research Instruments
Donald and Delno (2006) described validity of a research instrument as the appropriateness and usefulness of the research instrument that is employed by the study. The research used content-related methodology to test the validity of the research instruments. This choice of validity methodology is informed by the objectives of the study and the positivist perspective of research philosophy.

3.10 Data Analysis and Presentation
3.10.1 Data Analysis
Before processing the responses, the completed questionnaires were edited for completeness and consistency. This was realized through frequency distributions, means, modes, percentages, and standard deviations, simple and cross tabulations. Qualitative data was coded into the different factors and sectors, and analyzed through content analysis method. The research used SPSS software to analysis the responses for interpretation. Leyla (2007) observes that SPSS offers extensive data handling capabilities and numerous statistical analysis routines that can analyze small to very large amounts of data. Descriptive analyses of the study was done and expressed through frequency tables, percentages, charts means and standard deviations. The study utilized a Likert Scale with weights ranging from 1 to 5 for analyzing constructs that are in nominal scale. Inferential statistics were used to test variable relationships. The F-test was used. The ANOVA F-statistic was used to test the research questions for the regressor coefficients for each variable to be equal to zero. An analysis to determine the combined influence of all the independent variables was done. All the independent variables were combined and subjected through statistical analysis.
Multi-Linear Regression Model used
Strategy execution in the airlines industry was regressed against five variables of the role of leadership namely strategic leadership skills, leadership behavior, monitoring, and communication. The multi linear regression model is expressed as follows:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \]

Where:
- \( Y \) = Dependent variable (strategy execution)
- \( X_i \) = Set of four independent variables which include:
  - \( X_1 \) = Strategic leadership skills
  - \( X_2 \) = Leadership conduct
  - \( X_3 \) = Monitoring process
  - \( X_4 \) = Communication skills
- \( \beta_1, \beta_2, \beta_3, \beta_4 \) = Coefficients
- \( \beta_0 \) = Intercept
- \( \epsilon \) = The error variability (error term).

3.10.2 Data Presentation
According Kombo and Tromp (2006) data presentation involves using graphical and statistical techniques. In this study, quantitative data was presented using statistical techniques including tables while qualitative data was presented using charts.

Measurement of Variables
The dependent variable in management was tested through four independent variables namely: strategic leadership skills, leadership conduct, monitoring process, and communication skills. The summary of measurement of variables is as shown in Table 3.3.
<table>
<thead>
<tr>
<th>Variable</th>
<th>Constructs</th>
<th>Operational Definition</th>
<th>Measurement Scale</th>
<th>Data Type</th>
</tr>
</thead>
</table>
| Strategic leadership skill | • Conceptual skills
• Technical skills
• Strategic management skills | Responses were provided in Likert Scale of 1-5 to assess the influence of strategic leadership skills on strategy execution | Ordinal scale (non-dichotomous type)        | Quantitative and qualitative |
| Leadership conduct        | • Horizontal Solidarity
• Innovative Behavior
• Practical Leadership | Responses were provided in Likert Scale of 1-5 to assess the influence of leadership behavior on strategy execution | Ordinal scale (non-dichotomous type)        | Quantitative and qualitative |
| Monitoring Process        | • Direct Involvement
• Choice of Monitoring Systems | Responses were provided in Likert Scale of 1-5 to assess the influence of monitoring process on strategy execution | Ordinal scale (non-dichotomous type)        | Quantitative and qualitative |
| Communication Skills      | • Dissemination Strategy
• Modes and Frequency of Communication | Responses were provided in Likert Scale of 1-5 to assess the influence of communication skills on strategy execution | Ordinal scale (non-dichotomous type)        | Quantitative and qualitative |
| Strategic Execution       | • Competitive Advantage
• Sales Growth
• Higher Returns | Responses were provided in Likert Scale of 1-5 to assess resultant effect on strategy execution | Ordinal scale (non-dichotomous type)        | Quantitative and qualitative |
3.10.3 Hypothesis Testing

Four hypotheses were tested as depicted by the study. Two-sided tests were considered as a default option because the research’s intuition about how a study will come out is of paramount importance. For predictions and generalization purposes, hypotheses were tested at 95% confidence level ($\alpha = 0.05$). The summary is shown in Table 3.4.

**Table 3.4 Hypotheses Testing**

<table>
<thead>
<tr>
<th>Hypothesis statement</th>
<th>Hypothesis Tests</th>
<th>Decision rule and Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_{01}$: strategic leadership skills has no significant effect on strategy execution in the airlines industry in Kenya</td>
<td>Karl Pearson Coefficient of Correlation</td>
<td>Reject $H_{01}$ if P-value is $&lt; 0.05$</td>
</tr>
<tr>
<td></td>
<td>$F$ – Tests (ANOVA) $H_{01}$: $\beta_1 = 0$; $\beta_1 \neq 0$</td>
<td>Fail to reject $H_{01}$ if P-value is $&gt; 0.05$</td>
</tr>
<tr>
<td>$Y = \beta_0 + \beta_1 X_1 + e$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$H_{02}$: leadership conduct has no significant effect on strategy execution in the airlines industry in Kenya</td>
<td>Karl Pearson Coefficient of Correlation</td>
<td>Reject $H_{02}$ if P-value is $&lt; 0.05$</td>
</tr>
<tr>
<td></td>
<td>$F$ – Tests (ANOVA) $H_{02}$: $\beta_2 = 0$; $\beta_2 \neq 0$</td>
<td>Fail to reject $H_{02}$ if P-value is $&gt; 0.05$</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$Y = \beta_0 + \beta_2 X_2 + e$</td>
</tr>
<tr>
<td>$H_{03}$: monitoring process has no significant effect on strategy execution in the airlines industry in Kenya</td>
<td>Karl Pearson Coefficient of Correlation</td>
<td>Reject $H_{03}$ if P-value is $&lt; 0.05$</td>
</tr>
<tr>
<td></td>
<td>$F$ – Tests (ANOVA) $H_{03}$: $\beta_3 = 0$; $\beta_3 \neq 0$</td>
<td>Fail to reject $H_{03}$ if P-value is $&gt; 0.05$</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$Y = \beta_0 + \beta_3 X_3 + e$</td>
</tr>
<tr>
<td>$H_{04}$: communication skills has no significant effect on strategy execution in the airlines industry in Kenya</td>
<td>Karl Pearson Coefficient of Correlation</td>
<td>Reject $H_{04}$ if P-value is $&lt; 0.05$</td>
</tr>
<tr>
<td></td>
<td>$F$ – Tests (ANOVA) $H_{04}$: $\beta_4 = 0$; $\beta_4 \neq 0$</td>
<td>Fail to reject $H_{04}$ if P-value is $&gt; 0.05$</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$Y = \beta_0 + \beta_4 X_4 + e$</td>
</tr>
</tbody>
</table>
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction
This chapter describes the methods that were employed in the achievement of the research objectives. It provides the results of the study performed with the view of testing the conceptual model and research hypotheses of the current study. It evaluates the response rate, reliability and validity of the survey constructs. The chapter also presents the general background information of the respondents and descriptive analysis of the study variables. Finally, the chapter reviews the results of statistical analysis to test the research hypotheses of the study and in the end present discussions of the results and conclusions arising from the findings. Specifically, the data analysis is in line with specific objectives where patterns were investigated, interpreted and implications drawn on them.

4.2 Response Rate
In a sample taken of 354 respondents, 305 questionnaires were returned correctly filled representing a response rate 86.2% as shown in Table 4.1. According to Mugenda and Mugenda (2008), a 50% response rate is adequate, 60% good and above 70% rated very good. Further, according of Kothari (2007) a response rate in excess of 70% is very good and appropriate for analysis.

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>305</td>
<td>86.2</td>
</tr>
<tr>
<td>Non-returned</td>
<td>49</td>
<td>13.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>354</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3 Reliability and Validity Results
In evaluating the survey constructs, reliability test was done. Reliability test is said to examine the degree to which individual items used in a construct are consistent with their measures (Cooper & Schindler, 2011). The widely-used Cronbach’s coefficient alpha was employed to assess internal consistency. Bryman and Cramer (2007) stated that reliability of 0.70 is normally acceptable in basic research. However,
Zikmund (2003) also posits that a Cronbach alpha of 0.60 as a minimum is acceptable. All the alpha coefficients ranged between 0.70 and 0.9 as shown in Table 4.2. Based on the coefficient values, the items tested were deemed reliable for this study.

Table 4.2 Summary of Reliability Coefficient of the Study Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of items</th>
<th>Reliability Cronbach’s Alpha</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Leadership Skills</td>
<td>6</td>
<td>0.798</td>
<td>Accepted</td>
</tr>
<tr>
<td>Leadership Conduct</td>
<td>6</td>
<td>0.733</td>
<td>Accepted</td>
</tr>
<tr>
<td>Monitoring Process</td>
<td>4</td>
<td>0.798</td>
<td>Accepted</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>5</td>
<td>0.771</td>
<td>Accepted</td>
</tr>
<tr>
<td>Strategic Execution</td>
<td>6</td>
<td>0.912</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Validity refers to the degree to which an instrument measures what it is supposed to measure. The researcher extensively discussed the questionnaire with the supervisors before piloting. The questionnaires were then pretested with 56 respondents from the sample size. In order to establish the questionnaires content and face validity, the respondents were requested to help evaluate the clarity of the questions. The feedback obtained from the respondents helped to restructure and improve the questionnaire. Further, two tests, namely Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) and Bartlett’s test of sphericity were applied to test whether the correlation between the study variables exist as shown in Table 4.3. The Kaiser-Meyer-Olkin measures of sampling adequacy show the value of test statistic as 0.776 and p-value <0.5. Bartlett’s test of Sphericity had a chi-square value of 2403.263, p value of 0.000. Since the p value is less than 0.05 then there is a relationship among the study variables investigated.

Table 4.3 KMO and Bartlett's Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | 0.776 |
| Bartlett’s Test of Sphericity | Approx. Chi-Square | 2403.263 |
|                                          | Df     | 351 |
|                                          | Sig.   | 0.000 |
4.4 Demographic Characteristics

The study sought the demographic characteristics, specifically the gender, age, highest level of education, period served in the industry, position held in the airline at the time of study, size of the organization and approximate annual turnover.

4.4.1 Gender of the Respondents

This sought to find the gender of the respondent. Data collected were summarised in Figure 4.1. The results of study showed the largest proportion (60%) of respondents were male while female only represented 40% of the total respondents.

![Figure 4.1 Gender](image)

4.4.2 Age of the Respondents

The age distribution of the respondents was studied. The study found that 36.4% of the respondent fell between 31 and 40 years of age, followed closely by 31.5% age group between 21 and 30 years. 23% of the respondent were age between 41 and 50 years, 7.2% were between 51 and 60 years and the least proportion (2%) was those above 60 years as shown in Table 4.4.

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30 years</td>
<td>96</td>
<td>31.5</td>
</tr>
<tr>
<td>31-40 years</td>
<td>111</td>
<td>36.4</td>
</tr>
<tr>
<td>41-50 years</td>
<td>70</td>
<td>23</td>
</tr>
<tr>
<td>51-60 years</td>
<td>22</td>
<td>7.2</td>
</tr>
<tr>
<td>60-65 years</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>
4.4.3 Highest Level of Education

The highest academic achievement was also tested. Majority of the respondents (45.6%) were found to be educated to bachelor’s level, 33.1% had diploma, and 20% had master’s degree while the least proportion had Kenya Certificate of Secondary Education as indicated in Table 4.5.

<table>
<thead>
<tr>
<th>Academic Qualification</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>K.C.S. E</td>
<td>4</td>
<td>1.3</td>
</tr>
<tr>
<td>Diploma</td>
<td>101</td>
<td>33.1</td>
</tr>
<tr>
<td>Bachelor</td>
<td>139</td>
<td>45.6</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>61</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4.4 Period Served in the Airline Industry

The result in Table 4.6 shows the period served in the Airline industry where majority (31.8%) had served for period between 5 and 10 years, followed by 29.2% who had served between 11 and 15 years, 19% represented those who had provided service for a period of more than 20 years, those who had served between 16 and 20 comprised of 11.1% and finally the least proportion (8.9%) represented those who had less than 5 years. This meant that those questioned had good knowledge of the industry to provide the information required.

<table>
<thead>
<tr>
<th>Period served in Airline Industry</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>27</td>
<td>8.9</td>
</tr>
<tr>
<td>5 – 10 years</td>
<td>96</td>
<td>31.8</td>
</tr>
<tr>
<td>11 – 15 years</td>
<td>89</td>
<td>29.2</td>
</tr>
<tr>
<td>16 – 20 years</td>
<td>36</td>
<td>11.9</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>57</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4.5 Position in the Airline

The study also sought to find the position occupied by the respondents. The results as shown in Figure 4.2 indicate that majority of the respondents (50.2%) were heading
their respective departments (HOD), 26.6% represented those who were serving as general managers (GM), and 15.4% were Chief Operating Officers (COO) while 7.9% served as Managing Director (MD). This shows that the respondents responding to the questions were people with adequate knowledge of the industry.

![Figure 4.2 Position Held in the Airline Industry](image)

**4.4.6 Size of the Organization**

The study also sought to establish the size of organization by looking at the number of permanent employees in the institution. It was established that 35.1% were organization that had less 50 employees, 30.5% had 60-200 employees, 20.3% had over 1001 employees, 9.2% had between 801- 1000 employees, 3.9% had between 400 - 600 employees, 0.7% had between 200- 400 employees while 0.3% had between 601 - 800 employees as shown in Table 4.7

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>less than 50 employees</td>
<td>107</td>
<td>35.1</td>
</tr>
<tr>
<td>60- 200 employees</td>
<td>93</td>
<td>30.5</td>
</tr>
<tr>
<td>200-400 employees</td>
<td>2</td>
<td>0.7</td>
</tr>
<tr>
<td>400-600 employees</td>
<td>12</td>
<td>3.9</td>
</tr>
<tr>
<td>601-800 employees</td>
<td>1</td>
<td>0.3</td>
</tr>
<tr>
<td>801- 1000 employees</td>
<td>28</td>
<td>9.2</td>
</tr>
<tr>
<td>over 1001 employees</td>
<td>62</td>
<td>20.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.4.7 Approximate Annual Turnover

Further an estimation of annual turnover was sought. Majority of the organization under study experienced an approximate turnover of between 50 - 100 million, 21% had turnover less than 50 million, 20% had a turnover of over 1 billion, 11.1% turnovers was between 100 - 250 million, 5.9% had between 750 million-1 billion, 3.6% had a turnover of between 500 - 750 million and 0.7% had between 250 - 500 million annual turnover as shown in Table 4.8.

Table 4.8 Approximate Annual Turn Over

<table>
<thead>
<tr>
<th>Amount in KES</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 50million</td>
<td>64</td>
<td>21</td>
</tr>
<tr>
<td>50M- 100M</td>
<td>115</td>
<td>37.7</td>
</tr>
<tr>
<td>100M- 250M</td>
<td>34</td>
<td>11.1</td>
</tr>
<tr>
<td>250M- 500M</td>
<td>2</td>
<td>0.7</td>
</tr>
<tr>
<td>500M-750M</td>
<td>11</td>
<td>3.6</td>
</tr>
<tr>
<td>750M to &lt;1 billion</td>
<td>18</td>
<td>5.9</td>
</tr>
<tr>
<td>over 1 billion</td>
<td>61</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5 Descriptive Analysis

In the following section, descriptive analysis such as frequency, percentage and graphs were used to present the study findings hence the section is arranged according to the study objectives.

4.5.1 Descriptive Analysis for Strategic Leadership Skills

The first objective of the study aimed to examine the effects of strategic leadership skills on strategy execution in the airline industry in Kenya. To achieve this, respondents were required to respond to the general queries and further indicate their level of agreement to a set of statements on strategic leaderships on a 5-point Likert scale.
First, the study sought to determine whether top leadership possess the right strategic leadership skills that can influence strategy execution in the airline company. 53% of the respondents confirmed that their leaders possess the requisite skills while 41% confirmed the contrary. 6% of the respondents were non-committal. Moreover, the respondents who confirmed in affirmative were asked to rate the effectiveness of strategic leadership skills on strategy execution in the airline company. From the analysis, 76% rated very high, 22% rated high while 2% rated moderate. The summary is as shown in Table 4.10.

**Table 4.10 Responses on the Effectiveness of Strategic Leadership Skills on Strategy Execution**

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>232</td>
<td>76</td>
</tr>
<tr>
<td>High</td>
<td>67</td>
<td>22</td>
</tr>
<tr>
<td>Moderate</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Low</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Non-Effective</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

On the level of agreement to a set of statements on strategic leaderships on a 5-point Likert scale, most respondents (34.8%) agreed that strategic leadership skills were vital during strategy execution of the company while closely 34.1% strongly agreed on the same statement. 43.9% and 36.4% strongly agreed and agreed respectively that conceptual skills possessed by a leader enhanced execution of business strategies
in a company. Respondents were also asked the extent they agreed to that company’s leadership technical skills were essential to strategy execution, 40% agreed to this statement, 38.7% strongly agreed, 13.4% took a neutral stand while 7.5% and 0.3% disagreed and strongly disagreed respectively. The study also sought to find the extent of agreement with the statement that executing strategies based on the analysis of leaders assisted in scanning the company's environment and created room for finding the gap between their current and desired state. Most respondents (42%) strongly agreed to this statement, 31.8% agreed, 15.4% neither agreed nor disagreed, while 6.6% disagreed followed by 4.3% those who strongly disagreed. Respondents were also asked if they agreed that strategic management skills were a requisite for the leadership and as such assisted to improve strategy execution in the company. Majority (43.6%) strongly agreed, 32.8 % agreed, 13.8% were neutral while 6.9% and 3% disagreed and strongly disagreed respectively.

The finding in this study too, concurs with the argument put across by Bass (2007) that successful implementation of strategies formulated by the board of directors and top management will depend on their leadership and the quality of their relationship with managers and employees. The knowledge possessed by all this parties in the relationship can adequately help improve the work plan as outlined in the strategy. To add to that, Allio (2012) adds that strategic leadership ought to be biased towards strategy execution so as propel the organization forward with aim of successful execution of strategy. The roles played by strategic leaders are indispensable especially when it comes to continuous improvement efforts and enhancing control to the organisation (Thompson & Strickland, 2008). There is value that comes with being a strategist since the leader is made to fit in situation where there is need to move forward and continue changing the status quo of the strategy execution which definitely change the outlook of the followers. The conduct of leaders in an organisation determines the impact created to the group as well as the overall organisation conduct (O’reilly, et al., 2010). Kusimba (2015) posits that since one organisation may possess several leaders at different hierarchy, then there is need to
work as a team as one cannot lead in isolation. And again, presence of leadership structures ensure that board and senior management are involved in sustainability of the strategy development and are then incentivized to monitor and ensure implementation of that strategy through financial rewards (Klettner, et al., 2014).

The findings were summarized in percentage as shown in Table 4.11.

Table 4.11 Descriptive Analysis for Strategic Leadership Skills

<table>
<thead>
<tr>
<th>Statements</th>
<th>Percentage of responses (n=305)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic leadership skills are vital during strategy execution of our company</td>
<td>10.2  6.2  14.8  34.8  34.1  3.8  1.3</td>
</tr>
<tr>
<td>Conceptual skills possessed by a leader enhance execution of business strategies in our company</td>
<td>1.0  3.3  15.4  36.4  43.9  4.2  0.9</td>
</tr>
<tr>
<td>Our company’s leadership technical skills have been essential to strategy execution.</td>
<td>0.3  7.5  13.4  40  38.7  4.1  0.9</td>
</tr>
<tr>
<td>The leadership intuitiveness skills help in strategy execution in our company</td>
<td>3.3  3.0  10.8  36.4  46.6  4.2  1.0</td>
</tr>
<tr>
<td>Executing strategies based on the analysis of leaders helps in scanning the company’s environment to create room for finding the gap between current and desired state</td>
<td>4.3  6.6  15.4  31.8  42  4.0  1.1</td>
</tr>
<tr>
<td>Strategic management skills are a requisite for the leadership and as such helps to improve strategy execution in our company</td>
<td>3.0  6.9  13.8  32.8  43.6  4.1  1.1</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>4.1  1.0</strong></td>
</tr>
</tbody>
</table>
4.5.2 Descriptive Analysis for Leadership Conduct

The second objective of the study sought to assess how leadership conduct influences strategy execution in the airline industry in Kenya. Again, this was achieved by requesting respondents to respond to the general queries and further demonstrate their level of agreement on the leadership conduct on 5-point Likert scale. The study first sought to determine whether or not the conduct of a leader can influence the success of strategy execution in the airline company. Majority of the respondents 95% confirmed in affirmative while 5% confirmed the contrary. The summary is as shown in Table 4.12

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>290</td>
<td>95</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>

For those who responded in affirmative, the study sought to determine if the strategy execution has been successful as a result of the leader’s attitude towards the process in the airline company. From the analysis, the results show that 89% believe that the leaders conduct can influence the success of strategy execution. Barely 11% don’t believe so. The summary is as shown in Table 4.13.

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>271</td>
<td>89</td>
</tr>
<tr>
<td>No</td>
<td>34</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>

On the other hand, respondents were asked the whether they agreed that leadership conduct during strategy execution determined the success of strategic goals of their
company. Majority of the respondents (40.3%) strongly agreed to this statement, 24.6% agreed while others (13.4%) took a neutral stand. On the other hand, 16.7% and 4.9% disagreed and strongly disagreed. In another question on whether respondents agreed that leadership conduct had been instrumental during strategy execution in the company saw 35.1% agree to this statement, 21.6% strongly agreed, 20.7% took a neutral stand while 16.1% and 6.6% disagreed and strongly disagreed. On whether respondents agreed to the statement that leadership conduct had been showing solidarity with the strategy execution team hence leading to success of business strategies, the result found 35.4% agreed to it, 27.9% strongly agreed, 19.7% took a neutral position while 11.8% disagreed and 5.2% strongly disagreed. 33.8% agree to the statement that leadership conduct skills helped during strategy execution in the company, 32.5% agreed to it, 14.8%, 10.8% and 8.2% showed a neutral position, disagreed and strongly disagreed respectively.

On whether the leaders who led by example could ensure the effectiveness of strategy execution process in the company showed most of respondents (36.1%) strongly agreed and 34.1% agreed while 20.7% took a neutral stand and 4.9% and 4.3% strongly disagreed and disagreed respectively. Finally, respondents were asked whether they agreed to the statement that it is the responsibility of leadership to motivate the subordinates to understand the need for strategic change and make it possible to achieve the desired state and the results turned out to be 39.7% agreed, 34.8% strongly agreed, 18.7% were neutral, 3.6% strongly disagreed and 3.3% disagreed. The leadership conduct has been instrumental during strategy execution the company because leadership execution determines the success of strategic goals. Again, leadership that creates solidarity with the strategy execution team will always yield success of business strategies. It has been observed that leaders who lead by example can ensure the effectiveness of strategy execution process in the company. And as Bilal (2014) adds, when leaders are leading by their conduct, they impact greatly on self-perception of the follower who in turn tend to adhere to policy governing policy implementation process. It is therefore, leaders’ responsibility to
motivate the subordinates to understand the need of strategic change and make it possible to achieve the desired state, because without motivation people’s involvement is less effective in the company. The results of the findings were summarized in percentage as shown in Table 4.14.

Table 4.14 Descriptive Analysis for Leadership Conduct

<table>
<thead>
<tr>
<th>Statements</th>
<th>Percentage of responses (n=305)</th>
</tr>
</thead>
<tbody>
<tr>
<td>**Leadership conduct during strategy execution determines the success of</td>
<td></td>
</tr>
<tr>
<td>strategic goals of our company**</td>
<td>Strongly Disagreed</td>
</tr>
<tr>
<td>4.9 16.7 13.4 24.6 40.3 3.8 1.3</td>
<td></td>
</tr>
<tr>
<td>The leadership conduct has been instrumental during strategy execution</td>
<td></td>
</tr>
<tr>
<td>in our company</td>
<td>6.6 16.1 20.7 35.1</td>
</tr>
<tr>
<td>Leadership has been showing solidarity with the strategy execution team</td>
<td></td>
</tr>
<tr>
<td>hence leading to success of business strategies</td>
<td>5.2 11.8 19.7 35.4</td>
</tr>
<tr>
<td>The leadership behavioral skills help during strategy execution in our</td>
<td></td>
</tr>
<tr>
<td>company</td>
<td>8.2 10.8 14.8 32.5</td>
</tr>
<tr>
<td>Leaders who lead by example can ensure the effectiveness of strategy</td>
<td></td>
</tr>
<tr>
<td>execution process in our company</td>
<td>4.9 4.3 20.7 34.1</td>
</tr>
<tr>
<td>It is the responsibility of leadership to motivate the subordinates to</td>
<td></td>
</tr>
<tr>
<td>understand the need of strategic change and make it possible to achieve</td>
<td></td>
</tr>
<tr>
<td>the desired state, because without motivation people’s involvement is</td>
<td></td>
</tr>
<tr>
<td>less effective in our company.</td>
<td>3.6 3.3 18.7 39.7</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>3.8</strong></td>
</tr>
</tbody>
</table>
4.5.3 Descriptive Analysis for Monitoring Process

Further, in line with third objectives that sought to determine the effects of monitoring process on strategy execution in the airline industry. In order to achieve this, respondents were required to respond to the general queries and further response on the level of agreement on the monitoring process was assessed on 5-point Likert scale. Strategy execution is a dynamic process that needs to be monitored by leadership and strategically altered to meet strategy execution goals. In this regard, the study sought to establish whether or not the leadership participate in monitoring process in the airline company. The analysis show that 73.2% of the respondents actually confirmed that the leadership are not actively involved in monitoring process. 26.8% admitted that the leadership do participate. The summary is as shown in Table 4.15.

Table 4.15 Responses on the Leadership Participate in Monitoring Process

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>223</td>
<td>73.2</td>
</tr>
<tr>
<td>No</td>
<td>82</td>
<td>26.8</td>
</tr>
<tr>
<td>Total</td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>

Furthermore, the study sought to establish whether or not the leadership have managed put in place effective monitoring system to analyze data generated during strategy execution to make necessary changes and make execution more efficient in the airline company. 11.2% of the respondents confirmed that the leadership in their respective companies have marshalled some efforts towards this cause and revealed that monitoring and evaluation frameworks and checklists were used. On the other hand, 88.8% confirmed that there are no effective systems in place to perform the task. The summary is as shown in Table 4.16.

Table 4.16 Responses on the Leadership Participate in Monitoring Process

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>271</td>
<td>88.8</td>
</tr>
<tr>
<td>No</td>
<td>34</td>
<td>11.2</td>
</tr>
<tr>
<td>Total</td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>
Secondly, the study sought to establish the level of agreement to the statement that monitoring the strategy execution process facilitated continuous improvement of strategies and determined the success of strategic goals in a company. Majority (46.6%) of respondents strongly agreed to this statement 36.7% agreed, 12.5% took a neutral stand while 3.3 disagreed and 1% strongly disagreed. Secondly, on whether leadership participate directly in monitoring the strategy execution process, respondent 43.3% strongly agreed, 37% agreed, 10.2% were neutral while on the other hand 6.9% and 2.6% disagreed and strongly disagreed respectively with this statement. Thirdly, the respondents were asked to indicate their level of agreement with the statement that company leadership normally identified group leaders that consist of representatives from each affected group that monitor and ensured that the execution team met its timetable for desired strategic goals. Large proportion of the respondents (41%) agreed followed by 39% who strongly agreed, 12.5% took a neutral stand, 5.2% disagreed and 2.3% strongly disagreed with this statement. Finally, on whether the respondents agreed to the statement that it is the responsibility of leadership to put a monitoring system in place, analysed the data that was generated during the execution and made any necessary changes to make the strategy execution more efficient in the company, 43% strongly agreed, 29.8% agreed to the statement while 7.5% disagreed and 3.3% strongly disagreed.

The impact of directly involving leaders in the monitoring process has been found to lead to successful strategy execution. As noted by Quong and Walker (2010) leaders usually sees strategy execution as a continuous and ever changing process when the internal and external environment interacts and new issues emerge from the people in the organization. Phipps and Burbach (2010) concludes that as the new ideas materializes, they prompt a need to recheck the critical assumptions from what has been realised so far and in case of any divergence(s) then the full course can be traced back to meet the set timetable and desired strategic goals. Most of the respondents were of the opinion that efficiency in the companies could be arrived at by monitoring systems, analysing the data presented and making any necessary changes to the strategy being executed. According to International Union for Conservation of Nature (IUCN, 2014) posits that monitoring process tracks and
reports on progress in executing the project in its life cycles which may be in monthly, quarterly semi-annually and annually. This is vital in improving strategy work plan which must be in line with supervision missions of the leaders. These findings are illustrated in percentage in Table 4.17.

**Table 4.17 Descriptive Analysis for Monitoring Process**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Percentage of responses (n=305)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring the strategy execution process facilitates continuous</td>
<td>SD    D  N   A   SA  Mean  Std.</td>
</tr>
<tr>
<td>improvement of strategies and determines the success of strategic</td>
<td>1  3.3 12.5 36.7 46.6 4.3 0.9</td>
</tr>
<tr>
<td>goals in our company.</td>
<td></td>
</tr>
<tr>
<td>Our leadership participate directly in monitoring the strategy execution</td>
<td>2.6 6.9 10.2 37.0 43.3 4.1 1.0</td>
</tr>
<tr>
<td>process</td>
<td></td>
</tr>
<tr>
<td>Company leadership normally identifies group leaders that consist of</td>
<td>2.3 5.2 12.5 41.0 39.0 4.1 1.0</td>
</tr>
<tr>
<td>representatives from each affected group that monitor and ensure that the</td>
<td></td>
</tr>
<tr>
<td>execution team meets its timetable for desired strategic goals.</td>
<td></td>
</tr>
<tr>
<td>It is the responsibility of leadership to put a monitoring system in place,</td>
<td>3.3 7.5 16.4 29.8 43.0 4.0 1.1</td>
</tr>
<tr>
<td>analyze the data that is being generated during the execution and make any</td>
<td></td>
</tr>
<tr>
<td>necessary changes to make the strategy execution more efficient in our</td>
<td></td>
</tr>
<tr>
<td>company</td>
<td></td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>4.1</strong> 1.0</td>
</tr>
</tbody>
</table>

*SD-Strongly disagreed D-Disagreed N-Neutral A-Agreed SA-Strongly agreed

**4.5.4 Descriptive Analysis for Communication Skills**

The fourth objective was to establish the effect of communication skills on strategy execution in the airline industry in Kenya. To achieve this, the respondents were required to respond to the general queries and furthermore, responses were sought on the level of agreement as measured on the 5-point Likert scale. To begin with, the
study sought to determine whether communication skills possessed by company leaders helped in strategy execution in your airline company. From the analysis, 75.1% of the respondents confirmed that the communication skills possessed by company leaders were not helpful at all while 24.9% confirmed that the communication skills possessed by company leaders had indeed contributed to the success of the strategy execution. The summary is as shown in Table 4.18.

**Table 4.18 Responses on the Helpfulness of Communication Skills Possessed by the Leadership on Strategy Execution**

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>76</td>
<td>24.9</td>
</tr>
<tr>
<td>No</td>
<td>229</td>
<td>75.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Respondents were also asked to rate the importance of communication skills on strategy execution in the airline company. From the results, 93.7% of the respondents confirmed that communication skills are very important ingredients. 5% confirmed that it was important while 1.3% chose to rate it as average. The summary is as shown in Table 4.19.

**Table 4.19 Responses on the General Importance of Communication Skills on Strategy Execution**

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Important</td>
<td>286</td>
<td>93.7</td>
</tr>
<tr>
<td>Important</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Average</td>
<td>4</td>
<td>1.3</td>
</tr>
<tr>
<td>Not Important</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>I Don’t Know</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>305</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Secondly, respondents were asked to indicate if they agreed or disagreed with the statement that communication skills during execution process was a key ingredient that provided the connective tissue throughout the organisation and helped people
understand the big picture. Majority (49.2%) showed strong agreement, 35.1% demonstrated agreement, 8.9% took a neutral stand whilst 4.6% and 2.3% disagreed and strongly disagreed respectively. As to whether respondents agreed or disagree with the opinion that tailoring a message to suit a specific strategy execution team during execution process led to achievement of strategic goals. 33.4% showed a strong agreement, 27.5% agreed, 15.4% took a neutral position whereas 17% disagreed and 6.6% disagreed strongly. Further, the level of agreement to the statement that direct communication between leadership and the strategy execution team enabled smooth strategic change in the company was sought. 40.7% and 37.7% showed a strong agreement and agreement respectively while 4.9% and 3.3% showed their disagreement and strong disagreement respectively even though 13.4% were undecided. The study also sought to establish the level of agreement if the leadership provided strategic directions by communicating to the execution team during execution process on a daily basis. 46.9% strongly agreed, 30.2% agreed, 10.5% were undecided while 8.5% and 3.9% choose to disagree and strongly disagreed respectively. Finally, the level of agreement on that statement on whether strategic leadership communication skills elicited execution team’s feedback or checked to see if the message was understood during strategy execution processes was sought. Most respondents (45.9%) showed a strong agreement, 35.1% agreed while 5.2% and 3.3% disagreed and strongly disagreed respectively as 10.5% took a neutral position.

In a situation where there are different participants, Peng and Littlejohn (2001) observed that communication and cooperation are crucial characteristics to strategy execution. A finding of this study proves the need to communicate extensively the big picture of the strategy to be implemented in a customized message directed to specific strategic execution team. Thompson (2009) suggests that for any complex or technical terms in the strategy execution process one must be caution and considerate of the stakeholders to whom the strategy communication concerns are directed to. As leader, having the implementers in their minds will always help to communicate effectively thus increasing chances of succeeding in that strategy. Still in the current
study, most respondents noted that communication skills are key ingredient that connects different individuals in different department of the same organisations. This confirms the findings of Hill and Jones (2010) who found out that in absence of implementation skills which include communication skills, efforts of any strategy execution may not provide the desired results and may even nosedive significantly. The summary of these findings is illustrated in Table 4.20.

Table 4.20 Descriptive Analysis for Communication Skills

<table>
<thead>
<tr>
<th>Statements</th>
<th>Percentage of responses (n=305)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications skills during execution process is a key ingredient that</td>
<td>2.3 4.6 8.9 35.1 49.2 4.2 1.0</td>
</tr>
<tr>
<td>provides the connective tissue throughout our organization and helps</td>
<td></td>
</tr>
<tr>
<td>people understand the big picture.</td>
<td></td>
</tr>
<tr>
<td>Tailoring a message to suit a specific strategy execution team during</td>
<td>6.6 17 15.4 27.5 33.4 3.6 1.3</td>
</tr>
<tr>
<td>execution process has led to achievement of strategic goals.</td>
<td></td>
</tr>
<tr>
<td>Direct communication between leadership and the strategy execution team</td>
<td>3.3 4.9 13.4 37.7 40.7 4.1 1.0</td>
</tr>
<tr>
<td>enables smooth strategic change in our company</td>
<td></td>
</tr>
<tr>
<td>The leadership provide strategic directions by communicating to the</td>
<td>3.9 8.5 10.5 30.2 46.9 4.1 1.1</td>
</tr>
<tr>
<td>execution team during execution process on a daily basis</td>
<td></td>
</tr>
<tr>
<td>Strategic leadership communication skills elicit execution team’s</td>
<td>3.3 5.2 10.5 35.1 45.9 4.2 1.0</td>
</tr>
<tr>
<td>feedback or checks to see if the message was understood during strategy</td>
<td></td>
</tr>
<tr>
<td>execution processes.</td>
<td></td>
</tr>
<tr>
<td>Overall</td>
<td>4.0 1.1</td>
</tr>
</tbody>
</table>
4.5.5 Descriptive Analysis for Strategy Execution

Further probing on the strategy execution was sought in the study. This was done by asking the response from the participants on general knowledge and their level of agreement with regard to several statements on 5-point Likert scale. Depending on the perspective angle of the respondent, the study sought to establish the role of leadership in strategy execution and whether the leadership has played any key role in improvement of return on investment and sales growth. 87.3% of the respondents confirmed that leadership has contributed to the improvement of return on investment and sales growth while 12.7% confirmed the contrary. The summary is as shown in Table 4.21.

Table 4.21 Responses on the Role of Leadership in Strategy Execution and Improvement of Return on Investment and Sales Growth

<table>
<thead>
<tr>
<th>Measurement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>266</td>
<td>87.3</td>
</tr>
<tr>
<td>No</td>
<td>39</td>
<td>12.7</td>
</tr>
<tr>
<td>Total</td>
<td>305</td>
<td>100</td>
</tr>
</tbody>
</table>

Asked to state some of the key roles of leadership in strategy execution towards achievement of competitive advantage, ROI and sales growth in your airline company, the respondents overwhelmingly stated role of a leadership as strategic communicator, Lead strategist and team player. On the other hand, it was found out that it was not clear to many respondents as to whether strategy execution had been successful in their company since response were well-spread on the scale of agreement. 39.9% strongly agreed to this, 27.9% agreeing, 20.6% were undecided while 8.3% and 3.3% showed disagreement and strong disagreement respectively. Also, the level of agreement on whether with effective strategic leadership skills, leadership involvement role had enabled their organization realize their strategic goals successfully and in a timely manner was sought. 44.7% showed a strong agreement, 26.5% agreed, 20.2% remained neutral while 4.66 disagreed and 4% strongly disagreed. In addition, the study probed whether employing the right strategic
leadership skills during strategy execution can enable the company gain a competitive advantage in the market and increased market share. 34.8% indicated a strong agreement, 34.4% agreed, 14.4% did know whether to agree or disagree whilst 9.8% and 6.6% showed a disagreement and strong disagreement respectively. As to whether the role of leadership through the right leadership conduct determines the success of strategy execution in the airline company led to increased sales. Most respondents (34.4%) strongly agreed to this statement, 33.4% agreed to it while 11.8% and 4.9% disagreed and strongly disagreed respectively with 15.4% remaining neutral.

Further, the level of agreement on whether leadership through monitoring process role with effective monitoring systems during strategy execution had enabled organizations to achieve their strategic goals and hence increase in profits and dividends was pursued. 38.7% indicated their agreement, 35.1% showed strong agreement, 17 remained neutral while 5.2% disagreed and 3.9% strongly disagreed. Lastly, the level of agreement on whether leadership involvement through effective communication skills during strategy execution had resulted to high productivity among the team members was studied. 35.4% showed strong agreement, 31.1% agreed to this statement, 17.4% were undecided while 11.1% showed disagreement and 4.9% strongly disagreed. Sanders and Schyns (2006) points that when a leader is perceived to be highly transformational by followers, then there are increased chance of cohesiveness and vertical solidarity. Going by this stand the current study seems to support this point, whereby majority of the respondents demonstrated agreement on leaders being united with the strategy execution team which then translate to successful business strategy. Therefore, strategic leadership can be concluded to have more meaning in the management and monitoring process of strategic plan. These findings have been summarized in percentage as shown in Table 4.22.
Table 4.22 Descriptive Analysis for Strategy Execution

<table>
<thead>
<tr>
<th>Percentage of responses (n=305)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SD</td>
</tr>
<tr>
<td>----</td>
</tr>
<tr>
<td>Strategy execution has been successful in our company</td>
</tr>
<tr>
<td>With effective strategic leadership skills leadership involvement role influences strategy execution success and enables our organisation realize its strategic goals successfully and in a timely manner.</td>
</tr>
<tr>
<td>Employing the right strategic leadership skills during strategy execution can enable our company gain a competitive advantage in the market and increased market share.</td>
</tr>
<tr>
<td>The role of leadership through the right leadership conduct determines the success of strategy execution in our airline company and thereby may lead to increase in return on investment.</td>
</tr>
<tr>
<td>Leadership through monitoring process role with effective monitoring systems during strategy execution enables organisations to achieve their strategic goals hence increase in profits and dividends.</td>
</tr>
<tr>
<td>Leadership involvement through effective communication skills during strategy execution results to high productivity among the team members.</td>
</tr>
<tr>
<td>Overall</td>
</tr>
</tbody>
</table>

*SD-Strongly disagree D-Disagree N-Neutral A-Agree SA-Strongly agree

4.5.6 Analysis of the Growth of the Airline Companies

Growth was identified as one of the indicators of strategy execution in the airlines industry. Theoretical and empirical review in this study indicated that the sales growth and return on investment are the key pointers of success of strategy
execution. In this respect, data was collected with a view of measuring the aspects of strategy execution in the airlines industry in Kenya. Achievement of strategic execution goals in the airline industry was operationalized into sales growth and return on investment. For ease of interpretation, the constructs were broken down into revenues, profits, dividends and general sales growth. From the analysis of data, the mean return on investment ranged from 53% to 70% and the sales growth of 98%. On the study of measuring Return on Investment (ROI) of organization’s internal communication, Juan and Bruce (2012) reiterated that most business communicators and organizational recognized the importance of measuring organization’s strategic leadership skills and communication initiatives have proved to be boost return on investment and sales growth. Steve (2009) reinforced this premise and observed that the disciplined execution process deployed the strategy through every leadership team, connecting ultimately with the work plans of all the employees. Successful execution of strategy leads directly to the improvement of sales growth, productivity, margins, and cultural cohesion. The summary is shown in Table 4.23.

Table 4.23 Growth of the Airline Companies

<table>
<thead>
<tr>
<th>Growth</th>
<th>Mean (%)</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>67.1</td>
<td>11.1</td>
</tr>
<tr>
<td>Profits</td>
<td>65.0</td>
<td>13.2</td>
</tr>
<tr>
<td>Dividends</td>
<td>53.0</td>
<td>5.32</td>
</tr>
<tr>
<td>Sales Growth</td>
<td>70.0</td>
<td>7.3</td>
</tr>
</tbody>
</table>

4.6 Inferential Analysis

As conceptualised in chapter two inferential statistics are used to model the relationships between the dependent and independent variables. Correlation analysis is established to measure the strength of relationship between the dependent and independent variables (Kothari, 2009). Moreover, regression analysis was carried out to show the nature (positive or negative) of relationship between the variable. Multicollinearity was further tested by using correlation.
4.6.1 Correlation Analysis

The study sought to find out the strength of the relationship between the strategic execution and strategic leadership skills, leadership conduct, monitoring process and communication skills. To achieve this Pearson Product Moment correlation coefficient was used since all the variables in the study were in ratio scale after consolidating them to form average index. Kothari (2009) argued that product moment correlation should be carried out if and only if both dependent and independent variables are in either ratio or interval scale and if this condition is not satisfied then Spearman’s rank correlation should be applied to test the strength of the relationship. Correlation coefficient (rho) was used as the strength of the relationship measure. The study findings showed that there is a positive and significant relationship between strategic execution and strategic leadership skills in the airline industry, (rho = 0.304). This implies that a unit change in strategic leadership skills increased strategic execution by 30.4% in the airline industry in Kenya. Secondly, there is a positive and significant relationship between leadership conduct and strategic execution (rho= 0.165) this implies that a unit change in leadership conduct increases the chances of strategic execution by 16.5%. Thirdly there is a positive and significant relationship between monitoring process and strategic execution (rho= 0.454) this implies that a unit change in monitoring process increases strategic execution by 45.4%. Finally, there is a positive and significant relationship between communication skills and strategic execution (rho= 0.512) this implies that a unit change in communication skills increases the chances of strategic execution by 51.2%. Since none of the independent variables has a correlation coefficient greater than 0.700 then there is no multicollinearity (Gujarati, 2013). The results are shown in Table 4.24.

Table 4.24 Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>SE</th>
<th>SLS</th>
<th>LC</th>
<th>MP</th>
<th>CS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE</td>
<td>1</td>
<td>.304**</td>
<td>.165**</td>
<td>.454**</td>
<td>.512**</td>
</tr>
<tr>
<td>SLS</td>
<td>.304**</td>
<td>1</td>
<td>.127*</td>
<td>.133**</td>
<td>.132**</td>
</tr>
<tr>
<td>LC</td>
<td>.165**</td>
<td>.127*</td>
<td>1</td>
<td>.073</td>
<td>.048</td>
</tr>
<tr>
<td>MP</td>
<td>.454**</td>
<td>.133*</td>
<td>.073</td>
<td>1</td>
<td>.409**</td>
</tr>
<tr>
<td>CS</td>
<td>.512**</td>
<td>.132*</td>
<td>.048</td>
<td>.409**</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
Key
SE  Strategic Execution
SLS  Strategic Leadership Skills
LC  Leadership Conduct
MP  Monitoring Process
CS  Communication Skills

4.7 Regression Coefficients Analysis

4.7.1 Regression Analysis for Strategic Leadership Skills and Strategic Execution

The regression model summary in Table 4.25 shows that an R squared of 9.2%, which shows that 9.2% changes in strategic execution can be attributed to strategic leadership skills in the airline industry the remaining percentage can be explained by other factors excluded in the model.

Table 4.25 Model Summary on Strategic Leadership Skills and Strategic Execution

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.304a</td>
<td>0.092</td>
<td>0.089</td>
<td>0.21477</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), SLS

Analysis of variance in Table 4.26 shows the overall significance of the model, since the p value is less than 0.05 then the changes in the strategic execution can be influenced by strategic leadership in the airline industry.

Table 4.26 ANOVA on Strategic Leadership Skills and Strategic Execution

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1.42</td>
<td>1</td>
<td>1.42</td>
<td>30.792</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>13.976</td>
<td>304</td>
<td>0.046</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>15.397</td>
<td>305</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Dependent Variable: SE
b Predictors: (Constant), SLS
The results in Table 4.27 show the nature of the relationship between strategic leadership skills and strategic execution. The results showed that there is a positive and significant relationship between strategic leadership skills and strategic execution in the airline industry ($\beta = 0.174$, $t = 5.549$, $P$ value $<0.05$).

Strategic Execution = $2.617 + 0.174 \times \text{(Strategic Leadership Skills)}$ ……… Equation (i).

### Table 4.27 Regression Coefficients Analysis for Strategic Leadership Skills and Strategic Execution

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.617</td>
<td>0.092</td>
<td>28.393</td>
</tr>
<tr>
<td></td>
<td>SLS</td>
<td>0.174</td>
<td>0.031</td>
<td>0.304</td>
</tr>
</tbody>
</table>

4.7.2 Regression Analysis for Leadership Conduct and Strategic Execution

The model summary shows that 2.7% of the changes in the strategic execution can be explained by changes in leadership conduct, the remaining variation in strategic execution can be explained by other factors not included in the model as shown in Table 4.28.

### Table 4.28 Model Summary on Leadership Conduct and Strategic Execution

<table>
<thead>
<tr>
<th>Model</th>
<th>$R$</th>
<th>$R$ Square</th>
<th>Adjusted $R$ Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.165a</td>
<td>0.027</td>
<td>0.024</td>
<td>0.22233</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), LC

The results in Table 4.29 show that leadership conduct had a significant influence on strategic execution in the airline industry.

### Table 4.29 ANOVA on Leadership Conduct and Strategic Execution

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>0.419</td>
<td>1</td>
<td>0.419</td>
<td>8.466</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>14.978</td>
<td>304</td>
<td>0.049</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>15.397</td>
<td>305</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Dependent Variable: SE

b Predictors: (Constant), LC
There is a positive and significant relationship between leadership conduct and strategic execution ($\beta = 0.066$, $T = 2.91$, $p$ value <0.05). This implies that a unit change in leadership conduct increases strategic execution by 0.066 units.

Strategic Execution = 2.962 + 0.066 (Leadership Conduct) …………. Equation (ii).

The results are summarized in Table 4.30.

**Table 4.30 Regression Coefficient on Leadership Conduct and Strategic Execution**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant) 2.962</td>
<td>0.057</td>
<td>52.067</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>LC 0.066</td>
<td>0.023</td>
<td>0.165</td>
<td>2.91</td>
</tr>
</tbody>
</table>

a Dependent Variable: SE

**4.7.3 Regression Analysis for Monitoring Process and Strategic Execution**

The model summary shows that 20.6% of the changes in the strategic execution can be explained by changes in monitoring process, the remaining variation in strategic execution can be explained by other factors not included in the model as shown in Table 4.31.

**Table 4.31 Model Summary on Monitoring Process and Strategic Execution**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.454a</td>
<td>0.206</td>
<td>0.204</td>
<td>0.20083</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), MP

The results in Table 4.32 shows that monitoring process had a significant influence on strategic execution in the airline industry.

**Table 4.32 ANOVA on Monitoring Process and Strategic Execution**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression 3.175</td>
<td>1</td>
<td>3.175</td>
<td>78.727</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual 12.221</td>
<td>304</td>
<td>0.04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>15.397</td>
<td>305</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a Dependent Variable: SE
b Predictors: (Constant), MP
Results in Table 4.33 shows that a positive and significant relationship between monitoring process and strategic execution ($\beta = 0.534$, $T = 8.873$, p value <0.05). This implies that a unit change in monitoring process increases strategic execution by 0.534 units.

Strategic Execution=1.638 + 0.534 (Monitoring process) …………… Equation (iii).

Table 4.33 Regression Coefficient Analysis for Monitoring Process and Strategic Execution

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>1.638</td>
<td>0.168</td>
</tr>
<tr>
<td>MP</td>
<td>0.534</td>
<td>0.06</td>
</tr>
</tbody>
</table>

a Dependent Variable: SE

4.7.4 Regression Analysis for Communication Skills and Strategic Execution

The model in Table 4.34 shows that 26.2% of the changes in strategic execution in the airline industry were influenced by communication skills while the remaining variations can be accounted to other factors not included in the model as shown in Table 4.34.

Table 4.34 Model Summary on Communication Skills and Strategic Execution

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.512a</td>
<td>0.262</td>
<td>0.26</td>
<td>0.19365</td>
</tr>
</tbody>
</table>

a Predictors: (Constant), CS

The ANOVA summary in Table 4.35 shows that communication skills had a joint significance on strategic execution in the airline industry.

Table 4.35 ANOVA on Communication Skills and Strategic Leadership

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>4.034</td>
<td>1</td>
<td>4.034</td>
<td>107.564</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11.363</td>
<td>304</td>
<td>0.038</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>15.397</td>
<td>305</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
There was a positive and significant relationship between communication skills and strategic execution in the airline industry ($\beta = 0.568$, $T = 10.371$, $P$ value $< 0.05$). This implies that a unit change in communication skills increases strategic execution by 0.568 units.

Strategic Execution = 1.427 + 0.568 (Communication Skills) ............Equation (iv).

The summary is shown in Table 4.36.

**Table 4.36 Regression Coefficient Analysis for Communication Skills and Strategic Execution**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.427</td>
<td>0.164</td>
<td>8.705</td>
</tr>
<tr>
<td>CS</td>
<td>0.568</td>
<td>0.055</td>
<td>0.512</td>
<td>10.371</td>
</tr>
</tbody>
</table>

a Dependent Variable: SE

**4.8 Discussion of the Findings**

As depicted in results of the regression analysis, an increase in strategic leadership skills resulted in a corresponding increase in strategy execution. Mintzberg, et al. (2009) explains that everyone is responsible in an organization and that everyone is learning at all levels, and management is listening. Despite the effort put in place to ensure there is a leader in place, the presence of both the leader and followers relationship emerges even though followers do not matter (Kusimba, 2015). The biggest obstacle to strategy execution can, in a way be attributed to poor leadership which weakens activities like planning and organizing especially, when implementing the strategy (Bosch, 2013). Strategic leadership is seen as an asset in an organization not only when it comes to strategy implementation but to also carrying out other duties and responsibility in the company. The regression results of this study demonstrated a positive and significant relationship between the strategic leadership and the strategic execution ($\beta=0.118$, $p$-value$<0.05$). In this study, it was found that strategic leadership skills and conceptual skills are vital during strategy execution in many companies. In addition, technical skills combined with intuitiveness skills too have been found to be fundamental to strategy execution. As
Yulk (1994) commented leadership helps in guiding when an organisation aims to make strategy choices. Current study demonstrates an overwhelming support for leaders who examines their company’s environment so as to create room for finding the gap between current and desired state. This is explained by the competency that comes as a result of being able to translate the well-defined strategy into action and results (Hsieh & Yik, 2005). Moreover, strategic management skills are a requisite for the leadership and as such helps to improve strategy execution in a company through significant achievement for the organisation.

Goldsmith (2009) asserted that a leader who portrays respects and sense of trust will always there is a need for leader in the organization to understand his/her conduct since they influence the success of a strategy execution which further translates to high performance. Deliver the expected messages that will keep their respective group informed of what they are expected to perform in relation to the strategy that awaits implementation. Goldsmith (2009) adds that it is not possible to accomplish what the people are not aware of and especially when the strategy is long-term in nature.

The second hypothesis of the study stated that there is no significant relationship between leadership conduct and strategic execution in the airline industry. Leadership conduct, demonstrated β=0.04 and p-value<0.05 meaning that there is a positive and significant relationship between leadership conduct and strategic execution. Therefore, we rejected the null hypothesis and concluded that there is a positive and significant relationship between leadership conduct and strategic execution in the airline industry and a unit change in leadership conduct holding other factors constant increases strategic execution by 0.04 units. The result from the regression analysis indicated that there was a positive but insignificant relationship between leadership conduct and strategic execution (β=0.04 and p-value <0.05). According to Kouzes (2007) study there was increase performance as result of the top-level managers of the company practising their roles and letting followers know what is expected of them. As observed leadership that pushes follower to work harder all the time is seen to help in execution of any strategy in the company. In
fact, De Jong and Hartog (2007) argue leaders tend to arouse idea generation and application through their daily conduct. These ideas are further seen to create a successful strategy implementation as they increase the creativity of the projects planning.

Labianca & Fairbank (2005) findings were supported by current study findings where the depth or the intensity of the monitoring process conducted were found to determine the type, volume and differences in the information gathered which ultimately had impact on strategy implementation. Also, the findings of the study revealed majority of the respondents indicating their agreement on monitoring the strategy execution process so as to facilitate continuous improvement of strategies and determines the success of strategic goals in the airline industry. Agreeing to what Bremer and Udovich (2001), the two scholars noted that the issue of managing the monitoring process has to be given an utmost importance in order to achieve cost-effective systems in the production facilities of the countries in Latin America, Eastern Europe, Asia, and Africa.

Lastly, communication skills were hypothesised to have no significant relationship with strategic execution. Communication skills had $\beta=0.411$ and $p$ value $< 0.05$ hence a positive and significant relationship between communication skills and strategic execution. It also implies that a unit increase in communication cause a rise in strategic execution by 0.411 units. Therefore, there was enough evidence to warrant rejection of the null hypothesis, thus we concluded that there was a positive and significant relationship between communication skills and strategic execution. The results of the regression analysis showed a positive and significant relationship between communication skills and strategic execution ($\beta=0.411$ and $p$ value $< 0.05$). Implying that communication skills are necessary factors when executing any strategy as they vary in the same direction. The presumed notion of whether communication skills really matter has been confirmed by the rejection of null hypothesis ($H_0$) meaning that a team leader of the strategy needs to communicate effectively. Donna, et al. (2007) observed that a leader of a strategy execution team ought to possess excellent communication skills and be able to make decisions while on his/her feet. Donna et al. suggest that leaders need to be creative in the tools used
to communicate any technical terms that must be passed for strategy execution to succeed.

The study of effect of leadership on labour flexibility by Mesu, Van and Sanders (2013) points out that visionary leadership will always direct employees clearly, through communication. In line with this statement, the current study finds respondents in support of the leader provision of strategic directions by communicating to the execution team during execution process on a daily basis. Further, as Schaap (2006) study in Nevada’s casino industry encourages frequent vertical communications so as build consensus via developing shared attitudes and values. If possible, the strategic directions during execution process should be done on a daily basis. As spelled out in Forman and Argenti (2005) research, companies faced with major strategic changes, needed to make sure communication was efficient since it serves as antennae of the strategy execution process. These scholars go ahead to expound on who is a communicative leader: he or she is thought to possess skills to engage in dialogue, seek feedback, encourage decision making and open minded. Lack of these necessary attributes and characteristics leads to failure in strategy implementation. Poor top-down communication has also been found to inhibits effective strategy execution and promote more grapevine rumours within the organization (Noble, 2009; Rapert, et al., 2008).

4.9 Optimal Model

The model summary in Table 4.37 shows the explanatory power of the model as indicated by coefficient of determination. R squared of 39% shows that 39% of the changes in the strategic execution can be jointly explained by communication skills, strategic leadership skills, monitoring process and leadership conduct. Other factors explain 61% of strategic execution which are left out in the model. The Durbin Watson of 2.254 shows that there is no serial correlation because the coefficient was between 1.5 and 2.5 which shows no serial correlation. Gupta (2007) argues that if the coefficient is 4 then there is negative autocorrelation between the error terms and if 0 then there is positive autocorrelation.
Table 4.37 Regression Model Summary on Overall Model

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.625a</td>
<td>0.39</td>
<td>0.382</td>
<td>0.17687</td>
<td>2.254</td>
</tr>
</tbody>
</table>

- a Predictors: (Constant), CS, LC, SLS, MP
- b Dependent Variable: SE

Further, the results depicted in Table 4.38 shows that communication skills, strategic leadership skills, monitoring process and leadership conduct (F=48.043, p-value=.000) means there is a joint significant relationship between strategic execution and communication skills, strategic leadership skills, monitoring process and leadership conduct and at least the slope is not zero.

Table 4.38 ANOVA on Overall Model

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>4</td>
<td>1.503</td>
<td>48.043</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>300</td>
<td>0.031</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>15.397</td>
<td>304</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- a Dependent Variable: SE
- b Predictors: (Constant), CS, LC, SLS, MP

The regression coefficients results are shown in Table 4.32 where column B shows the slope coefficient that tells about the nature of the relationship. The sig. column shows the significance level and factor will only be significant if the p-value is less than 0.05. The first variable was strategic leadership ($\beta=0.118$, p-value<0.05) meaning that there was a positive and significant relationship between the strategic leadership and the strategic execution. This also implies that a unit increase in strategic leadership increases strategic execution by 11.8%. Therefore, there is enough evidence to warrant rejection of the null hypothesis which stated that there is no significant relationship between strategic leadership skills and strategic execution and we conclude that there is a significant relationship between strategic leadership skills and strategic execution in the airline industry.
The overall regression model was of the form:
\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Where:
\( Y \) = Dependent variable (strategy execution)
\( X_i \) = Set of four independent variables which include:
\( X_1 \) = Strategic leadership skills
\( X_2 \) = Leadership conduct
\( X_3 \) = Monitoring process
\( X_4 \) = Communication skills
\( \beta_1, \beta_2, \beta_3, \beta_4 \) = Coefficients
\( \beta_0 \) = Intercept
\( \epsilon \) = Error term

Therefore, the optimal equation model can be represented as:

\[ SE = 0.577 + 0.118 \text{SLS} + 0.04 \text{LC} + 0.315 \text{MP} + 0.411 \text{CS} \ldots \ldots \text{Equation (v)} \]

This implies that strategy execution would be positively influenced and would result in change increase by 11.8%, 4%, 31.5% and 41.1% through variables; Strategic Leadership Skills, Leadership Conduct, Monitoring Process, and Communication Skills respectively. The results from the multi-linear regression analysis for the optimal equation model are displayed in Table 4.39.

**Table 4.39 Regression Coefficient on Overall Model**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.577</td>
<td>0.185</td>
<td></td>
<td>3.113</td>
</tr>
<tr>
<td>SLS</td>
<td>0.118</td>
<td>0.026</td>
<td>0.206</td>
<td>4.486</td>
</tr>
<tr>
<td>LC</td>
<td>0.04</td>
<td>0.018</td>
<td>0.101</td>
<td>2.224</td>
</tr>
<tr>
<td>MP</td>
<td>0.315</td>
<td>0.058</td>
<td>0.268</td>
<td>5.397</td>
</tr>
<tr>
<td>CS</td>
<td>0.411</td>
<td>0.055</td>
<td>0.37</td>
<td>7.466</td>
</tr>
</tbody>
</table>

a Dependent Variable: SE
Summary of the Hypotheses Tested

The current study hypothesized that;

**H01:** strategic leadership skills do not have a significant effect on the strategy execution in the airline industry in Kenya. (H0: β₁ = 0; verses H1: β₁ ≠ 0)

**H02:** Leadership conduct does not have a significant effect on strategy execution in the airline industry in Kenya. (H0: β₂ = 0; verses H1: β₂ ≠ 0)

**H03:** Monitoring the process does not have a significant effect on strategy execution in the airline industry in Kenya. (H0: β₃ = 0; verses H1: β₃ ≠ 0)

**H04:** Communication skills does not have a significant effect on strategy execution in the airline industry in Kenya. (H0: β₄ = 0; verses H1: β₄ ≠ 0).

All the four hypotheses of the current study were tested to determine the significance of each. The results indicated that the null hypothesis was rejected respectively. The summary of the results is as shown in Table 4.40.

### Table 4.40 Summary of the Hypotheses Tested

<table>
<thead>
<tr>
<th>Hypothesis statement</th>
<th>Hypothesis Tests</th>
<th>Significant Value</th>
<th>Decision</th>
</tr>
</thead>
</table>
| H₀₁: strategic leadership skills has no significant effect on strategy execution in the airlines industry in Kenya | H₀: β₁ = 0  
H₁: β₁ ≠ 0 | .000 | H₀ Rejected |
| H₀₂: leadership conduct has no significant effect on strategy execution in the airlines industry in Kenya | H₀: β₂ = 0  
H₁: β₂ ≠ 0 | .000 | H₀ Rejected |
| H₀₃: monitoring process has no significant effect on strategy execution in the airlines industry in Kenya | H₀: β₃ = 0  
H₁: β₃ ≠ 0 | .000 | H₀ Rejected |
| H₀₄: communication skills has no significant effect on strategy execution in the airlines industry in Kenya | H₀: β₄ = 0  
H₁: β₄ ≠ 0 | .000 | H₀ Rejected |
4.10 Requisite Tests of the Assumptions

4.10.1 Normality Test

Results in Figure 4.3 shows that strategic execution was normally distributed thus it was appropriate for further analysis to test the relationship between strategic execution and strategic leadership skills, leadership conduct, monitoring process and communication skills in the airline industry.

Figure 4.3 Normality Test

Results in Table 4.41 shows that all the variables under investigation are normally distributed since the p value for all the variables are greater than 0.05. According to Gupta (2007) a variable is said to be normally distributed if the p-value is greater than 0.05 since there will be enough to warrant rejection of the null hypothesis which states that the data is normally distributed.
Table 4.41 Normality Test using Kolmogorov Smirnov Test

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnov Statistic</th>
<th>df</th>
<th>Sig.</th>
<th>Shapiro-Wilk Statistic</th>
<th>df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Leadership Skills</td>
<td>0.13</td>
<td>305</td>
<td>0.251</td>
<td>0.945</td>
<td>305</td>
<td>0.285</td>
</tr>
<tr>
<td>Leadership Conduct</td>
<td>0.095</td>
<td>305</td>
<td>0.251</td>
<td>0.956</td>
<td>305</td>
<td>0.254</td>
</tr>
<tr>
<td>Monitoring Process</td>
<td>0.173</td>
<td>305</td>
<td>0.211</td>
<td>0.839</td>
<td>305</td>
<td>0.245</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>0.139</td>
<td>305</td>
<td>0.221</td>
<td>0.867</td>
<td>305</td>
<td>0.255</td>
</tr>
<tr>
<td>Strategic Execution</td>
<td>0.131</td>
<td>305</td>
<td>0.231</td>
<td>0.891</td>
<td>305</td>
<td>0.256</td>
</tr>
</tbody>
</table>

4.10.2 Test for Auto Correlation using Durbin Watson (DW) Test

Durbin Watson test statistic is used to test for auto correlation, according to Gupta (2007) the data is said not to be auto correlated if the Durbin Watson test statistic ranges between 1.5 and 2.5 and since none of the fitted model had coefficient outside the range then there is no auto correlation. Results are summarized in Table 4.42

Table 4.42 Test for Auto Correlation using Durbin Watson (DW) Test

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>DW Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Leadership Skills</td>
<td>1.987</td>
</tr>
<tr>
<td>Leadership Conduct</td>
<td>1.982</td>
</tr>
<tr>
<td>Monitoring Process</td>
<td>2.085</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>2.106</td>
</tr>
<tr>
<td>Overall model</td>
<td>2.254</td>
</tr>
</tbody>
</table>

4.10.3 Heteroscedasticity Test

The error terms are said to be heteroskedastic if there is uniform variance and it does not either increase or decrease as the independent variable changes. Since the chi square values are small and the p value are greater than 0.05, thus there is not enough evidence to warrant the null hypotheses of uniform variance against an alternative of non-constant variance. Therefore, we conclude that the error term had uniform variance as shown in Table 4.43.
Table 4.3 Heteroscedasticity Test

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Chi Square</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Leadership Skills</td>
<td>0.28</td>
<td>0.3201</td>
</tr>
<tr>
<td>Leadership Conduct</td>
<td>0.70</td>
<td>0.4021</td>
</tr>
<tr>
<td>Monitoring Process</td>
<td>0.80</td>
<td>0.5232</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>0.51</td>
<td>0.2145</td>
</tr>
<tr>
<td>Overall model</td>
<td>0.21</td>
<td>0.1235</td>
</tr>
</tbody>
</table>

4.10.4 Multicollinearity Tests

Results in Table 4.44 shows that both Tolerance and Variance inflation factors (VIF) is used to test for multicollinearity and since none of the VIF is greater than 5 then there is no collinearity among the independent variables.

Table 4.44 Multicollinearity Using VIF

<table>
<thead>
<tr>
<th>Variable</th>
<th>VIF</th>
<th>1/VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring Process</td>
<td>1.21</td>
<td>0.82</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>1.21</td>
<td>0.83</td>
</tr>
<tr>
<td>Strategic Leadership Skills</td>
<td>1.04</td>
<td>0.96</td>
</tr>
<tr>
<td>Leadership Conduct</td>
<td>1.02</td>
<td>0.98</td>
</tr>
<tr>
<td>Mean VIF</td>
<td>1.12</td>
<td></td>
</tr>
</tbody>
</table>

4.10.5 Linearity Test for Strategic Leadership Skills

Linearity test is fitted using the curve estimation procedure in SPSS and scatter plot is used to show the linearity of independent variables and the dependent variable. The pictorial presentation in Figure 4.4 shows that there is a positive relationship between strategic execution and strategic leadership skills in the airline industry in Kenya.
There is a positive relationship between leadership conduct and strategic execution in the airline industry in Kenya. This shows an increase in leadership conduct had a positive influence on strategic execution in the airline industry. The Summary is as shown in Figure 4.5.

**Figure 4.4 Strategic Leadership Skills and Strategic Execution**

**4.10.6 Linearity Test for Leadership Conduct**

There is a positive relationship between leadership conduct and strategic execution in the airline industry in Kenya. This shows an increase in leadership conduct had a positive influence on strategic execution in the airline industry. The Summary is as shown in Figure 4.5.

**Figure 4.5 Leadership Conduct and Strategic Execution**
4.10.7 Linearity Test for Monitoring Process

The pictorial presentation in Figure 4.6 shows that monitoring process had a positive influence on strategic execution and 20.6% of the variation of strategic execution was influenced by monitoring process.

Figure 4.6 Monitoring Process and Strategic Execution

4.10.8 Linearity Test for Communication Skills

The pictorial presentation in Figure 4.7 shows that communication skills had the most positive contribution towards strategic execution in the airline industry. Moreover, 26.2% of the variation in strategic execution in the airline industry can be explained by communication skills.

Figure 4.7 Communication Skills and Strategic Execution
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
The study examined the role of leadership in strategy execution in the airline industry in Kenya. This section contains the summary of the findings based on leadership variables; strategic leadership skills, leadership conduct, monitoring process and communications skills. Strategic execution studied was in terms of competitive advantage and sales growth. Later, the conclusion is aligned with the objectives of the study plus recommendations are also drawn. Finally, suggested areas of further studies have been captured and recommended in the study.

5.2 Summary of Key Findings
Multiple regression analysis was conducted to analyse whether the selected leadership constructs affect the strategy execution. The overall regression model revealed that the model was significant. This means that the independent variables reliably influenced the strategy execution. The coefficient of determination as assessed by R-squared showed that a third of the strategy execution can be explained by the predictors: strategic leadership skills, leadership conduct, monitoring process and communication skills. From the previous studies that attempted to establish the impact of leadership on strategy execution showed varied results depending on their environment and the analysis thereof. In Kenyan airline industry, however, findings demonstrated significance on the role that leadership play in strategy execution.

5.2.1 Strategic Leadership Skills and Strategy Execution
The first objective of the study sought to examine the effects of strategic leadership skills on strategy execution in the airline industry in Kenya. Strategic leadership skills that were considered are conceptual skills, technical skills and strategic management skills while strategy execution assessed from the perspective of competitive advantage and sales growth. The findings of the study recorded a beta that was greater than the level of significance adopted by the study meaning that there was a positive though an insignificant relationship between the strategic
leadership skills and the strategic execution. This also implies that a unit increase in strategic leadership skills may or may not increase influence strategic execution. Moreover, these findings of the current study confirmed the significant connection between strategic leadership skills and strategic execution as found in other past studies.

5.2.2 Leadership Conduct and Strategy Execution
The second objective of the study assessed how leadership conduct affects strategy execution in the airline industry in Kenya. Leadership conduct was studied in the light of horizontal solidarity, innovative conduct and practical leadership. The findings from the study demonstrated a beta of value which was more than level of significance set by the study, meaning that there was a positive but an insignificant relationship between leadership conduct and strategic execution. The findings of the study corroborated with De Jong and Hartog (2007) and Kouzes (2007) which encouraged good leadership character and conduct for enhanced strategy execution.

5.2.3 Monitoring Process and Strategy Execution
The third objective of the study sought to determine the effects of monitoring process on strategy execution in the airline industry in Kenya. The study adopted the two monitoring processing measurements of direct involvement and choice of monitoring systems as a way of investigating the extent to which the strategy being implemented are done. From multiple regressions, the study findings depicted monitoring process beta which is below level of significance set by the study. This indicates that there is a positive and significant relationship between monitoring process and strategic execution and therefore, an implication that a unit increase in monitoring causes an increase in strategic execution.

5.2.4 Communication Skills and Strategy Execution
The fourth objective of the study sought to investigate whether communication skills had any effect on strategy execution in the airline industry in Kenya. Communication skills were measured by the extent of dissemination strategy and modes and frequency of communication adopted by the companies. Findings showed a beta
which is less than the level of significance and hence an indication that there exist a positive and significant relationship between communication skills and strategic execution. This implies that a unit in communication skills improvement would cause an increase in strategic execution success. In support of previous studies conducted by Donna, et al. (2007) who suggested that effective communicators who are able to make decisions on their feet are at an advantage when executing strategies.

5.3 Conclusion
In relation to the first objective of the study, it is enough to conclude that it is important for leaders to strive to acquire the right skills that will enable smooth implementation of the business strategies. More importantly, the study revealed that conceptual skills, technical skills, strategic management skills and intuitiveness of leaders are considered necessary skills for enhancing business strategy execution in any given industry. As shown by support from the majority of the respondents, executing strategies require the leaders to scan the environment of the operation so as to identify if any gap exists in the two states; the current one and desired state. The study demonstrated leadership skills that are key to enable the leader to translate well formulated strategy into actions that yield the required results in terms of competitive advantage, improved sales growth and higher revenue returns that support the realization of Kenya Vision 2030 dream.

In reference to the second objective of the study, a positive change in ways of conduct of the leaders also results in successful strategy execution and thus the strategic goals of the companies are met. Leadership conduct has been found to be both an instrument and form of unifying team members in charge of carrying out strategy execution. The findings of the study further illustrate that leadership conduct serves as a basis of motivating subordinates to work hard towards desired strategic changes which otherwise would not be achieved in case subordinates are demotivated.
The findings of the third objective of the study revealed that effective monitoring process is an enabler of successful strategy execution as the results showed a positive and significant relationship. A keen investigation of monitoring process showed the direct participation by the leader and selection of the representation of the affected groups usually helps to ensure the timetable of the desired strategic goals is met. In the process of monitoring, continuous improvement has to be made as it determines the success of strategic goals in the company. Therefore, a leader need to possess skills to monitor the system in place and evaluate the data generated so as to ensure a more efficient strategy execution process.

The study findings from the fourth objective of the study indicate that communication skills affected strategic execution positively and significantly. Several communication factors were identified to have great influence during strategic execution and it included leadership ability to tailor messages for a specific strategic execution group. Notably, the ability of the communicating leader to encourage and receive feedback from the execution team to ensure the right message is being decoded was found to be key ingredient to strategy execution.

5.4 Recommendations

Findings from this study indicates that strategic leadership skills are necessary for strategy execution and therefore, it is recommended that the airline industry should adopt strategic leadership skills that will help them in strategy execution especially, the conceptual, technical and strategic management skills. Airline industry leaders need to be intuitive to enable them to study the companies’ environment and be able to identify the current state of their company and strategize’ targeting for the desired state in future. In addition, leaders need regular training that, would equip them with the current, necessary skills. The airline industry is also highly encouraged to hold regular seminars and workshops to retrain and refresh managers on the learned skills and provide current updates on strategic management skills that are topical worldwide.
Leadership conduct has been found to be of significance importance and absolutely relevant in strategy execution the airline industry. This implies that airline industry management should be at the forefront in promoting good and ethical conduct, ensuring solidarity with all employees and embracing practical leadership skills to enhance their chances of executing a successful strategic plan. The managers should lead by example, so as to be emulated by their execution team members instead of directing them on what, why when various tasks should be performed. As a result of this clean ethical conduct and deeds from the leaders, the airline industry in Kenya should be in the forefront in encouraging other industrial players to strive for excellence in strategy execution in their industries and expect nothing but the best industrial practices and services from other industrial players that they transact businesses with in Kenya and around the world. Finally, as revealed in the study these skills are absolutely vital and necessary as they increase the chances of smooth business strategy execution.

With regards to the monitoring process, it has been found that this process also affects strategy execution process in the airline industry. In light of the above the industry should adopt a very clear procedure and processes that also defines a disciplinary and sanction mechanism process that would be undertaken in case of breach of the agreement by members of that specific industry. Direct participation of the leaders in the monitoring has been found to impact positively on the execution of strategies hence it is highly encouraged in the industry. To add to that, leaders need to be responsible in ensuring that monitoring systems are well placed and any data is properly analysed and in case they need assistance, representative leaders should be able to stand in for them and some members should be appointed to keep track of the desired goals.

The findings of the study show that communication skills influence strategy execution in the industry. This means that airline industry need to incorporate better communication skills which are customized to suit the execution team for successful achievement of the desired strategic goals. The Kenyan airline industry should also embrace direct communication with the member of the execution team for smooth
strategic change; this could be done by the use of routine briefings before the start of the day’s work. Further the industry leaders ought to provide a forum where they can receive feedback for checks and controls of information being convey to the executing team from time to time and this could be done by having an interactive session where team members are allowed to express their views on issues and challenges they encounter in their strategy execution duties.

5.5 Suggestions for Further Studies
This study should be conducted in other industries such as education, health, manufacturing, Tourism and so on because most industries differ in terms of structures, regulation and organisational attributes to establish whether the results would be the conclusively similar. These aforementioned organizations are equally critical in realization of Kenya Vision 2030 strategic objectives. As per airline industry, it is usually highly regulated, which might not be the case with other related industries. Also, as this study heavily relied on qualitative data subsequent studies may be carried out to establish the role of leadership on strategic execution using quantitative data. A more controlled experimental study may be conducted where leaders would be trained in various skills in leadership and then after a period of time they would report whether they have noticed a change emanating from the training and leadership skills gained from that training and workshops attended by industry leaders and their managers.
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628.


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To Whom It May Concern,

Dear Respondent,

I am a Ph.D. student at Jomo Kenyatta University of Agriculture and Technology pursuing a Doctorate Degree in Business Administration (Strategic Management Option). I am currently conducting a research on the “Role of Leadership in Strategy Execution in the Airlines Industry in Kenya”. This is one of the academic requirements to the fulfillment of the award of the doctorate degree. I am obligated to collect reliable data from the airline industry on the aforementioned topic to enable me come up with conclusions and recommendations that will benefit the airlines industry in Kenya. You have been chosen as a participant in this study by way of answering the attached questionnaire to the best of your knowledge. Please note that the study is strictly academic and confidentiality and ethical issues will be observed to the highest level. Kindly respond to the questions contained in the questionnaire with the highest accuracy possible.

A copy of the study may be provided to you/airline on request free of charge. In case of further communication, please use the above contact to reach the researcher for any query or clarification.

Thank you in advance for showing interest to participate in this very important research.

Yours Faithfully,

Ole Mapelu Zakayo: Tel: 0714 777 444 Email: mapeluole@gmail.com
Dr. Jane Omwenga Tel: 0723 374 815 Email: jomwenga@jkuat.ac.ke
Dr. Mike Iravo Tel: 0721 850 139 Email: miravo@jkuat.ac.ke
Appendix 2: Interview Guide

This interview guide is geared towards getting insights from the top management discernment on issues surrounding the role of leadership in strategy execution in the airline industry in Kenya.

1. How and who is responsible for strategy formulation in your airline company?

2. What are some of the examples of strategies that have been formulated and are currently being executed?

3. Are the top leadership involved strategy execution in your airline company?

4. What are some of the challenges faced by strategy execution team in your company?

5. What are some of the external factors that hinder the top leadership from actively involvement in strategy execution in your airline company? Kindly list.

6. What are some of the leadership skills related to strategic management that you think the leadership lack and which hinder successful execution of the strategy in your company?

7. What do you recommend to the top leadership in order to actively involve themselves in and ensure successful and timely execution of the strategy?
Appendix 3: Questionnaire

The study intends to establish the role of leadership in strategy execution in the airlines industry in Kenya and so the questionnaire is purely meant for collection of data for academic purposes only. Please tick (✓) and fill in the blank spaces as provided. Your participation will highly contribute to the development of this study. Thank you!

SECTION A: Personal Information

1. What is the name of your airline company? (Optional)
   ........................................................................................................................................................................
   ........................................................................................................................................................................

2. What is your gender?
   Male ☐    Female ☐
3. Respondents Age Group:
   Below 20 Years ☐ 21 - 30 Years ☐ 31 - 40 Years ☐ 41–50 ☐
   Years
   51 - 60 Years ☐ 60 – 65 Years ☐

4. Highest academic qualification:
   K.C.S.E ☐ Diploma ☐ Bachelor’s Degree ☐ Master’s Degree ☐
   PhD ☐ Others (Specify).................................................................

5. How long has your firm been in the airline industry?
   Less than 5 Years ☐ 5- 10 Years ☐ 11-15 Years ☐
   16-20 Years ☐ Over 20 Years

6. What is your current position in the airline company?
   MD ☐ COO ☐ GM ☐ HOD ☐
   Others (please specify) .................................

7. Size of the organization? Tick appropriately.
• Less than 50 employees  ○
• 60 – 200 employees  ○
• 200 - 400 employees  ○
• 400 - 600 employees  ○
• 601 - 800 employees  ○
• 801 - 1000 employees  ○
• Over 1001 employees (Please specify)

…………………………………………………………………………………………………………………………
...

8. What is the approximate annual turnover of your airline? (in Kenya Shillings)
  • Less than 50 million  ○
  • 50 million - 100,000 million  ○
  • 100 million - 250 million  ○
  • 250 million – 500 million  ○
  • 500 million - 750 million  ○
  • 750 million < 1 billion  ○
  • Over 1 billion (Please Specify)

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SECTION B: Role of Leadership in Strategy Execution in the Airlines

PART I: Strategic Leadership Skills

a) In your opinion, do you think top leadership possess the right strategic leadership skills that can influence strategy execution in your airline company?
   □ Yes    □ No

b) If Yes above, kindly rate the effectiveness of strategic leadership skills on strategy execution in your airline company
   □ Very High □ High □ Moderate □ Low □ Not Effective

c) What is your opinion on the influence of strategic leadership skills on strategy execution in your company? Kindly show how much you agree or disagree with each of the following statements on a scale of 1 to 5 (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree) concerning your airline company.

<table>
<thead>
<tr>
<th>S/No</th>
<th>STATEMENT</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic leadership skills are vital during strategy execution of our company</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Conceptual skills possessed by a leader enhances execution of business strategies in our company</td>
<td></td>
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<tr>
<td>3</td>
<td>Our company’s leadership technical skills have been essential to strategy execution.</td>
<td></td>
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<tr>
<td>4</td>
<td>The leadership intuitiveness skills helps in strategy execution in our company</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>5</td>
<td>Executing strategies based on the analysis of leaders helps in scanning the company’s environment to create room for finding the gap between current and desired state</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>Strategic management skills is a requisite for the leadership and as such helps to improve strategy execution in our company</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
PART II: Leadership Conduct

a) In your considered opinion, does the conduct of a leader influence the success of strategy execution in your airline company?
☐ Yes ☐ No

b) If Yes above, has the strategy execution been successful as a result of the leader’s attitude towards the process in your airline company
☐ Yes ☐ No

c) This part requires your opinion on the effects of leadership conduct on strategy execution in your company. Kindly show how much you agree or disagree with each of the following statements on a scale of 1 to 5 (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree) concerning your airline company.

<table>
<thead>
<tr>
<th>S/No</th>
<th>STATEMENT</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership conduct during strategy execution determines the success of strategic goals of our company</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>The leadership conduct has been instrumental during strategy execution in our company</td>
<td></td>
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<tr>
<td>3</td>
<td>Leadership has been showing solidarity with the strategy execution team hence leading to success of business strategies</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4</td>
<td>The leadership behavioral skills help during strategy execution in our company</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>Leaders who lead by example can ensure the effectiveness of strategy execution process in our company.</td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>It is the responsibility of leadership to motivate the subordinates to understand the need of strategic change and make it possible to achieve the desired state, because without motivation people’s involvement is less effective in our company.</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
PART III: Monitoring Process

a) Strategy execution is a dynamic process that needs to be monitored by leadership and strategically altered to meet strategy execution goals. Do the leadership participate in monitoring process in your airline company?

☐ Yes    ☐ No

b) Have the leadership put in place an effective monitoring system to analyze data generated during strategy execution to make necessary changes and make execution more efficient in your airline company

☐ Yes    ☐ No

If yes, please briefly explain .............................................................
.............................................................................................................
.............................................................................................................

This part aims to determine the effects of monitoring process on strategy execution in your airline company. Kindly show how much you agree or disagree with each of the following statements on a scale of 1 to 5 (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree) concerning your airline company.

<table>
<thead>
<tr>
<th>S/No</th>
<th>STATEMENT</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Monitoring the strategy execution process facilitates continuous improvement of strategies and determines the success of strategic goals in our company.</td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Our leadership participate directly in monitoring the strategy execution process</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>Company leadership normally identifies group leaders that consist of representatives from each affected group that monitor and ensure that the execution team meets its timetable for desired strategic goals.</td>
<td></td>
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<tr>
<td>4</td>
<td>It is the responsibility of leadership to put a monitoring system in place, analyze the data that is being generated during the execution and make any necessary changes to make the strategy execution more efficient in our company</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
PART IV: Communication Skills

a) Have communication skills possessed by company leaders helped in strategy execution in your airline company?
   □ Yes □ No

b) Notwithstanding your answer in (a) above, how do you rate the importance of communication skills on strategy execution in your airline company
   □ Very Important □ Important □ Average □ Not Important □ I Don’t Know

c) This part aims to determine the effects of communication skills on strategy execution in your airline company. Kindly show how much you agree or disagree with each of the following statements on a scale of 1 to 5 (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree) concerning your airline company.

<table>
<thead>
<tr>
<th>S/No</th>
<th>STATEMENT</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communication skills during execution process is a key ingredient that provides the connective tissue throughout our organisation and helps people understand the big picture.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Tailoring a message to suit a specific strategy execution team during execution process has led to achievement of strategic goals.</td>
<td></td>
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<td></td>
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<tr>
<td>3</td>
<td>Direct communication between leadership and the strategy execution team enables smooth strategic change in our company</td>
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<tr>
<td>4</td>
<td>The leadership provide strategic directions by communicating to the execution team during execution process on a daily basis</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>5</td>
<td>Strategic leadership communication skills elicit execution team’s feedback or checks to see if the message was understood during strategy execution processes.</td>
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</tbody>
</table>
PART V: Strategy Execution

a) Depending on the perspective you perceive the role of leadership in strategy execution, has leadership played any key role in improvement of return on investment and sales growth?

☐ Yes  ☐ No

b) If the answer is yes above, what are some of the roles of leadership in strategy execution towards achievement of competitive advantage, ROI and sales growth in your airline company? Briefly state

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c) Kindly indicate the average growth for the indicators of strategy execution in your company from the year 2014 to 2016. For example, if the growth or otherwise indicate 10% in a particular year, please indicate +10% or vice versa.

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
</tr>
<tr>
<td>Return on Investment</td>
<td></td>
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<tr>
<td>Revenues</td>
<td></td>
</tr>
<tr>
<td>Profits</td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td></td>
</tr>
<tr>
<td>Sales Growth</td>
<td></td>
</tr>
</tbody>
</table>
d) This part aims to determine the role of leadership in strategy execution in your airline company. Kindly show how much you agree or disagree with each of the following statements on a scale of 1 to 5 (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree) concerning your airline company.

<table>
<thead>
<tr>
<th>S/No</th>
<th>STATEMENT</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>N (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategy execution has been successful in our company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Strategic leadership skills influences strategy execution success and enables our organisation realize its strategic goals successfully and in a timely manner.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Employing the right strategic leadership skills during strategy execution can enable our company gain a competitive advantage in the market.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The role of leadership through the right Leadership conduct determines the success of strategy execution in our airline company and thereby may lead to increase in return on investment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Leadership through Monitoring process role with effective monitoring systems during strategy execution enables organisations to achieve their strategic goals hence increase in profits and dividends.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Leadership involvement through effective communication skills during strategy execution results to high productivity among the team members.</td>
<td></td>
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</tbody>
</table>

Any comment?...........................................................................................................................................................................
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Thank you for participating in this study.
### Appendix 4: List of Airlines in Kenya

<table>
<thead>
<tr>
<th>S/No</th>
<th>Airline Companies in Kenya</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Kenya Airways</td>
</tr>
<tr>
<td>2.</td>
<td>East African Safari Air</td>
</tr>
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<td>3.</td>
<td>748 Air Services</td>
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<td>4.</td>
<td>African Express Airways</td>
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<td>5.</td>
<td>Delta Connection (Kenya)</td>
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<td>6.</td>
<td>Astral Aviation</td>
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<td>7.</td>
<td>Air Kenya Express</td>
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<td>8.</td>
<td>Blue Sky Aviation Services</td>
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<td>9.</td>
<td>Bluebird Aviation</td>
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<td>10.</td>
<td>CMC Aviation</td>
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<td>11.</td>
<td>Fly-SAX</td>
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<td>12.</td>
<td>Fly540</td>
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<td>13.</td>
<td>Jambojet</td>
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<td>14.</td>
<td>Mombasa Air Safari</td>
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<td>15.</td>
<td>ALS – Aircraft Leasing</td>
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<td>16.</td>
<td>Safarilink Aviation Services</td>
</tr>
</tbody>
</table>
Appendix 5: Letter of Authority from NACOSTI

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471, 2241348, 310571, 3219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

Ref. No: NACOSTI/P/16/78369/10355

Date: 19th April, 2016

Ole Mapelu Zakayo
Jomo Kenyatta University of Agriculture
And Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Role of leadership in strategy execution in the airline industry in Kenya,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 15th April, 2017.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

On completion of the research, you are expected to submit two hard copies and one soft copy in pdf of the research report/thesis to our office.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.
THIS IS TO CERTIFY THAT:
MR. OLE MAPELU' ZAKAYO
of JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY,
1407-606 nairobi, has been permitted to
cconduct research in Nairobi County

on the topic: ROLE OF LEADERSHIP IN
STRATEGY EXECUTION IN THE AIRLINE
INDUSTRY IN KENYA

for the period ending:
15th April, 2017

[Signature]

Applicant's Signature

[Signature]

Director General
National Commission for Science,
Technology & Innovation