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**STRATEGIC MANAGEMENT PRACTICES AND ORGANIZATIONAL  
PERFORMANCE: EVIDENCE FROM JOMO KENYATTA INTERNATIONAL  
AIRPORT**

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**ABSTRACT**

This paper explores how strategic management practices determine the performance of organizations at Jomo Kenyatta International Airport (JKIA), in particular, goal setting and resource management. JKIA, being a large regional aviation center, is in a challenging and competitive environment, where resource leveraging and strategic focus are critical to the success of its operations. The use of the goal-setting theory and the resource-based view underpinned the study with the descriptive research design and gathered quantitative information, including 91 employees operating in major aviation institutions in JKIA, namely the Kenya Airports Authority, Kenya Civil Aviation Authority, Kenya Airways, and the Kenya Bureau of Standards. The data were studied with the help of descriptive statistics, correlation, and regression methods. The outcome is that participatory goal setting is a significant approach in improving performance in an organization through the promotion of clarity, coordination, and motivation of the employees. Resource management was also established to be a good predictor of performance, especially by means of good allocation of financial, human, and technological resources. The two variables used together accounted for a significant percentage of performance variation at JKIA. The research suggests the institutionalization of participatory goal-setting frameworks, the reinforcement of resource optimization strategies, such as digital investment and staff capacity building. Future studies ought to take into consideration more of the moderating variables which include leadership style and innovation capability.

**Keywords:** *strategic management practices, performance, aviation, Jomo Kenyatta International Airport*

**INTRODUCTION**

The aviation sector is a key economic driver because it is one of the most important aspects of the world in terms of connectivity, international trade, and tourism. With the increasing intricacies in the airport operations in the globalized world brought by globalization, technological innovations and increased customer

demands, organizations in the aviation industry need to embrace sound strategic management practices as a way of staying competitive and operationally viable. Kazimoto (2020) says that strategic management can strengthen the organizational capacity to adapt to changes in the environment, allocate resources efficiently, and increase the quality of the services. Strategic planning and planned execution processes play a crucial role in the aviation environment, where safety of passengers, operational effectiveness, and sustainable growth are concerned (Kenya Airports Authority [KAA], 2022).

Such large international airports like Singapore Changi and Dubai International have shown that a thought-out goal-setting framework and a wise resource distribution strategy are invaluable in attaining a high level of success in airport management. The organizations with well-communicated strategic goals and an orientation of these goals with the activities of the employees have better performance results, as Kinyanjui and Misuko (2022) have found. These airports significantly invest in people, IT, and innovation of processes, which can demonstrate how strategic management is essential in improving customer experience, lessening operational delays, and increasing international competitiveness.

Aviation infrastructure in Africa is still on the rise, but a lot of the airports have been experiencing problems such as poor allocation of resources, lack of human resources and irregular policy enforcement. In accordance with the African Airlines Association (AFRAA, 2022), one of the central concerns of the African airports is to enhance the efficiency of their management in order to be on the same level as the world's aviation hubs. The Jomo Kenyatta International Airport (JKIA), which is the busiest in East and Central Africa, is a critical component in the Kenyan economic ecosystem in terms of the export of cargo, tourists and regional business travels. Nevertheless, the growing threat of the regional airlines, including Addis Ababa Bole International Airport, demonstrates that JKIA requires reinforcing its strategic management practices (Kinyanjui and Misuko, 2022).

Strategic management involves strategic planning, implementation, evaluation and control systems. Goal setting and resource management are some of its fundamental components. Setting goals helps in giving clarity, prioritizing, and boosting motivation. According to the goal-setting theory by Locke and Latham, specific and difficult goals result in better performance by enhancing and ensuring the commitment of employees and organizational activities. To this end, Kamau (2015), observes that articulated goals that are in tandem with organizational vision contribute to operational efficiency of publicly-owned enterprises. On the same note, Nyamwanza (2020) pointed out that the presence of clarity in goals

enhances coordination and accountability, which is required in intricate systems of airports with various stakeholders.

Resource management, on the contrary, is the best allocation and use of financial, technological, and human resources in order to meet organizational goals and objectives. The Resource-Based View has suggested that establishing and implementing valuable and unique internal resources makes organizations attain a competitive advantage (Barney, as cited in Kirungu and Mungai, 2022). Airports are very dependent on specialized infrastructure and human resources; thus, the need to manage available resources prudently. When they employ effective resource planning and budgeting systems, the performance of the public institutions improves, as Kirungu and Mungai (2022) discovered. Additionally, the International Air Transport Association (IATA, 2021) pinpointed digitalization and workforce development as the major facilitators of operational excellence in the current aviation systems.

Although Kenya has achieved advancement in its aviation infrastructure development, there are still issues of strategic plan alignment and execution, budget optimization, and effective use of technology. Mabonga and Moronge (2022) state that financial limitations, lack of training, and coordination among stakeholders are some of the challenges affecting Kenyan airports to make them less efficient. JKIA has strategically invested in new facilities and electronic systems, although recurrent delays like traffic congestion, slowness in processing passengers, and insufficient staffing demonstrate ineffectiveness in strategy execution. This implies that the JKIA needs to focus on how it can improve its performance, and not merely implement strategic planning, but facilitate execution through goals and resource allocation (Kazimoto, 2020).

Few empirical studies have been conducted on the determination of the effects of specific strategic management practices on performance outcomes in JKIA. Previous research has conducted a wide investigation into the performance of the public sector; however, few research investigations have specifically addressed goal setting and resource management in the airport setting. Njoroge and Oloko (2018) highlighted the relevance of strategic alignment in state corporations, but admitted that specific aviation studies were required. On the same note, Kanyingi and Muturi (2020) reasoned that a strong use of resources can promote performance within government institutions; airport operations pose special challenges because of the safety measures, international standards, and the available technological demands.

Thus, the research aims at addressing this gap by researching the impact of goal setting and resource management on the organizational performance at JKIA. The paper relies on the Goal-Setting Theory and the Resource-Based View to study the

importance of the well-established strategic goals and effective utilization of resources in ensuring a high level of service quality, operational effectiveness, and efficiency. The importance of such practices in an international airport setting becomes a critical issue as organizations continue to use strategic frameworks as a means of increasing their competitiveness.

## **LITERATURE REVIEW**

### **Theoretical Literature Review**

Strategic management scholars insist that a successful performance is possible with proper systemic planning and resource allocation within the organization. The two theories, which form the basis of this study, include Goal-Setting Theory and the Resource-Based View (RBV).

According to Goal-Setting Theory, invented by Locke and Latham, employees are more motivated to work harder, achieve performance better, and coordination is better as well as there is clear direction through specific, measurable, attainable, relevant, and time-bound goals. Kamau (2015) also found that goal clarity promotes teamwork, accountability, and productivity in government agencies. On the same note, Nyamwanza (2020) says that participatory goal development fosters commitment among employees and enhances better outcomes in implementation. In aviation settings, operational goals are critical because of the multifariousness of the aviation activities, aviation safety standards, and the coordinated efforts of various stakeholders. As Kinyanjui and Misuko (2022) note, Kenyan aviation organizations have efficiency in their decision-making when their strategic aims are communicated effectively and aligned with the priorities of their departments.

Resource-Based View (RBV) defines the importance of internal resources in developing sustainable competitive advantage, which include human capital, infrastructure, and technology. According to Barney and implemented by Kirungu and Mungai (2022), organizations perform better when the resources are valuable, rare, and when they are organized in an appropriate manner. Investments in the skilled staff, new systems, and infrastructure are thus essential in highly regulated and labour-intensive sectors like aviation. IATA (2021) states that airports that focus on capacity building of its staff, digitalization, and optimization of their assets are more efficient in terms of its services and resilience in unstable environments. Therefore, the RBV may be viewed as a strong basis for the performance improvement analysis of the resource management of Jomo Kenyatta International Airport (JKIA).

## **Empirical Literature Review**

### **Goal Setting and Organizational Performance**

There is always an agreement among scholars that goal setting, which is clear and participatory, makes organizations perform better. Kazimoto (2020) asserts that goal setting motivates employees and increases the strategic alignment of the institutions in the public. In the field of aviation, operational targets that are associated with safety standards, turnaround times, and customer satisfaction are critical in facilitating the delivery of seamless services. Njoroge and Oloko (2018) have discovered that where organizations have organized goal-setting systems, monitoring systems, accountability, and quality output are improved. Similarly, Kinyanjui and Misuko (2022) revealed that an efficient aviation institution in Kenya has a well-defined performance target and departmental goals, which enhance efficiency and minimize delays during operations.

The significance of goal alignment can also be proved by international research. Graham (2021) states that key performance targets are adopted by airport authorities in high-performing global hubs to track passenger processing time, compliance with security systems, and support systems. Porter (2019) continues on the idea that strategic clarity is helpful in terms of improving organizational competitiveness and setting priorities as well as minimizing the ambiguity of operations. Besides that, Afraa (2022) noted that cooperative target-setting processes in the African airports enhance communication and promote the culture of performance. All of these studies imply that the strategy formulation and expression are vital to operational efficiency and organizational achievement.

### **Resource Management and Organizational Performance**

Strategic resource use helps organizations to attain strategic results effectively. Kirungu and Mungai (2022) state that accountability and service delivery in the public sector are improved with better resource allocation and financial planning in the entity. In aviation, resource management comprises personnel, investments in technology, infrastructure upgrades, and maintenance planning. As IATA (2021) emphasized, digital systems and the use of modern equipment, as well as continuous employee training, allow for providing high passenger satisfaction and operational stability in airports.

In Kenya, resource allocation issue is also an issue of concern in aviation development. Mabonga and Moronge (2022) conducted a study that indicated that the performance in the aviation industry is hampered by budget limitations, outdated systems, and insufficient training of staff. Equally, Kanyingi and Muturi (2020) established that efficiency in state corporations depends largely on human resource development, as skilled staff are important in technical operations and decision making. Moreover, Nyamwanza (2020) emphasized that it is necessary to match resources and strategic priorities to minimize wastage and maximize

productivity and maintain a performance benefit. Nationally, Smith et al. (2021) noted that airports that have good resource-planning systems reduce breaks in operations and enhance competitive capabilities in the long term. Therefore, the literature reinforced the hypothesis that good resource management, such as financial control, investment in infrastructure, and development of human resources, affects organizational performance to the advantage of enhancing service capacity, responsiveness, and innovation.

### **Studies in Kenya's Aviation Sector**

The aviation industry in Kenya has been getting more scholarly consideration, given its strategic contribution to the growth of the economy. In an article by KAA (2022), it is noted that the aviation sector also offers a lot of employment, tourism, and trade. Nevertheless, the current studies have shown institutional voids in strategic implementation and plan of resources in Kenyan airports. According to Kazimoto (2020), issues of scarcity of resources, under-investment in training, and lack of effective performance monitoring systems were seen. Mabonga and Moronge (2022) also observed that even after the expansion of infrastructure, inefficiency exists because of poor human resources development and the embrace of technology.

The research specifically on JKIA brings to the fore successes and failures. Kenya Airways is one of the major stakeholders that have put in place strategic modernization programs, but inefficiencies in operations are still noticeable in passenger handling systems and security clearance procedures (Kinyanjui and Misuko, 2022). Based on AFRAA (2022), to respond to global standards of competition and service delivery, African aviation hubs, such as JKIA, have to increase their managerial staffing and cooperation among the aviation stakeholders. These results state the importance of the orientation on goal setting and resource management towards enhanced performance at JKIA.

Even though there is a lot of literature on strategic management, the gaps in the current research are quite numerous. First, there is a lot of research on performance within general public institutions in Kenya, but not on strategies unique to aviation like resource planning of the airport and operational goal setting. Second, there is a paucity of empirical studies regarding the direct relationship between goal-setting dynamics and resource allocation strategies, and performance in large airports in East Africa. Third, there is a lack of contextual research on the specific nature of JKIA operations, competition, and modernization efforts. The present study thus addresses these gaps as it explores the role of goal setting and resource management on the performance of the organization at JKIA and offers local evidence and information in the aviation industry.

## **METHODOLOGY**

### **Research Design**

This research took the descriptive research design to investigate the impact of the strategic management practices (goal setting and resource management) on the performance of an organization at Jomo Kenyatta International Airport (JKIA). Kothari (2014) explains that a descriptive design allows the researcher to specify features of a population, and it also allows one to test the relationships between variables in a natural manner. This design was suitable due to the fact that the study aimed at gathering empirical data of the respondents who are presently working in the aviation setting and assessing the influence of strategic practices on performance without controlling for variables. The methodology provided the opportunity to collect, organize, and analyze quantitative data in a systematic manner that is applicable to management practices in a setting of a public transport and aviation organization.

### **Target Population and Study Area**

The research population consisted of employees who are in major aviation institutions at JKIA. These comprised employees of Kenya Airports Authority (KAA), Kenya Civil Aviation Authority (KCAA), Kenya Airways (KQ), and Kenya Bureau of Standards (KEBS) who are deployed in JKIA. These institutions were selected on their strategic functions in the management of the airport, regulatory management, and the airline services, as well as service delivery. According to Sekaran and Bougie (2019), the validity and relevance of findings in an operational setting increase when a population directly involved in it is selected. The aviation ecosystem in JKIA is an interrelated set of departments that demand coherent strategic processes, and thus, the study was focused on personnel who are knowledgeable of organizational strategy and performance processes.

### **Sampling Technique and Sample Size**

The number of available employees, which are applicable and relevant to the study, is relatively small and manageable; this is why the census approach was used. Census sampling provides a chance to make certain that all the available persons who have the needed knowledge are covered, and a more precise representation becomes achievable, and sampling error is minimized (Creswell and Creswell, 2018). In the study, 102 respondents who are members of different departments of the sampled institutions received the questionnaires. Among these, 91 questionnaires of full length were returned, and this is equivalent to an 89.22 per cent response rate. As Mugenda and Mugenda (2012) emphasize, a response rate of above 70 percent is regarded as excellent in social science research, and the result of this research was credible and strong.

### **Data Collection Instruments**

Structured questionnaires were used to collect primary data in order to seek the perception and experience of the respondents in terms of goal setting, management of resources, and organizational performance. The questionnaire was made in a closed-ended form and measured with the five-point Likert scale between strongly disagree and strongly agree. This form provided the ability to measure the responses and conduct statistical analysis. Structured questionnaires are effective in gathering standardized data on a large number of respondents and minimize the bias of interpretation (Burns and Grove, 2016). The questionnaire items were designed using the past-tested tools of strategic management research and adjusted to fit the situation in the aviation industry.

### **Validity and Reliability**

In order to achieve validity, the instrument was reviewed by experts in the form of academic supervisors and other professionals in the field of aviation who were conversant with the concept of strategic management. Their response aided in the clarification of questions, their relevance, and coverage. Bryman and Bell (2015) reference that expert validation enhances the content validity by making sure that the instrument measures what it is meant to measure. Cronbach's alpha was used as a test of the reliability of the questionnaire, where internal consistency was tested. The alpha values of all study constructs were larger than the advised value of 0.7, hence reliability. A pilot study was done involving fewer respondents who were not in the actual survey, which enabled refining the wording of the question and also ascertained that the respondents had the proper understanding of the research items.

### **Data Collection Procedure**

The data collection took place in the JKIA facility, with the needful approvals and clearances being obtained. Before the study was administered, the respondents were informed of the objectives of the study, voluntary participation, and confidentiality. The inclusion of an introductory consent statement in the questionnaire was used to get consent. The questionnaires were administered to the respondents with enough time, and the instruments were physically collected by the researcher. The systematic methodology reduced non-response bias and ensured that the study was able to get the correct and timely information of pertinent personnel.

### **Data Analysis Techniques**

Data collected were coded and entered into the Statistical Package of Social Sciences (SPSS) version 28 to analyze it. Means, standard deviations, and frequencies were calculated as descriptive statistics to summarise the characteristics and answers of the respondents to the variables in the study. The relationships between the independent variables (goal setting and resource

management) and the dependent variable (organizational performance) were investigated with the help of inferential statistics (correlation and regression analysis) to show the strength and significance of the relationships. Field (2018) also notes that a regression analysis is utilised to establish the strength of predictions of the independent variables, and it also gives insight into the degree to which strategic practices affect performance outcomes. To know the statistical significance, the hypothesis was tested at the level of 0.05.

### **Ethical Considerations**

The study followed ethical standards in the way it was conducted by showing respect, confidentiality, and professionalism. The participation was voluntary, and the respondents were told that they had a right to quit at any point and would not be punished. The data confidentiality was assured through the application of the privacy of the responses, which were anonymous and kept only to achieve academic purposes. Relevant authorities were requested to approve of the study to be conducted at JKIA and to give permission to distribute questionnaires to the staff. These procedures are in line with ethical standards of conducting research on human respondents as suggested by Creswell (2014).

### **FINDINGS**

This chapter is a comprehensive and detailed description of the empirical evidence that has correlated strategic management practices with the performance of the organization in the Jomo Kenyatta International Airport (JKIA). The two variables of interest that have been chosen to be published are analyzed and then placed in the context of the overall statistical evidence that was provided by the research. This section opens with the response rates and instrument reliability, proceeds with descriptive observations, gives the report on correlation analysis, and finally gives the regression findings of the single-predictor and multiple-predictor models. All denoted statistics and tabular data are extracted from the project data (N = 91), which comprised staff in Kenya Airports Authority (KAA), Kenya Airways (KQ), Kenya Civil Aviation Authority (KCAA), and the Kenya Bureau of Standards (KEBS).

A total of 102 questionnaires were administered to the sampled population, and 91 respondents returned the questionnaires, thus resulting in a response rate of 89 percent. This response rate is significantly higher than survey levels that are usually followed and enhances the self-confidence in the representativeness and high-quality of the empirical findings. Internal consistency of the instrument was tested before it was subjected to substantive analysis. The alpha coefficients of Cronbach suggest the reliability of the measurement scales: Goal Setting had = 0.769 and Resource Management had = 0.801, and other scales of the instrument had values that were above the = 0.70 mark. These reliability statistics show that

the items of the questionnaire measured the intended constructs in a coherent way and therefore the use of parametric analysis.

Descriptive statistics indicate that strategic goal-setting processes and resource-management practices are mostly perceived by the respondents as the dynamic aspects of organizational processes within JKIA. The means of the items used in the two focal constructs were high (above 4.0 in a five-point Likert scale), which means that there is a lot of agreement that goals are communicated, and that resources are managed to facilitate the running of airport operations. Although descriptive measures do not test causal associations, they establish a background on which the personnel are aware and practicing the practices of interest, establishing situations where statistical associations can be interpreted with meaning.

Table 1 summarizes internal consistency scores for the main scales used in analysis. The values are taken directly from the instrument reliability output reported in the thesis.

**Table 1:** Reliability coefficients (Cronbach’s Alpha)

	Cronbach's Alpha	Number of items
Goal Setting	0.769	12
Resource Management	0.801	10
Stakeholder Engagement	0.833	–
Risk Management	0.723	–

To test the bivariate relationships between strategic-practice measures and the dependent variable, organizing performance, correlation analysis was carried out. Pearson correlation coefficients indicate that Goal Setting and Resource Management are statistically significantly related to performance, but the degree varies significantly. Goal Setting had a small though significant correlation with performance ( $r = 0.210$ ,  $p = 0.046$ ) as it suggests that improved goal clarity and communication are linked with small gains in performance indicators. Resource Management, on the other hand, had an extremely high positive relationship with performance ( $r = 0.845$ ,  $p < 0.01$ ), meaning that financial, human, and technological resources distribution and utilization is a significant determinant of performance at JKIA. The correlation coefficients are indicated in the following correlation matrix in Table 2.

**Table 2:** Correlation matrix (excerpt)

Variable	Goal Setting	Resource Mgmt	Stakeholder Eng.	Risk Mgmt	Performance
Goal Setting	1.000				0.210*

Resource Management	0.290	1.000			0.845**
Stakeholder Engagement	0.495	0.701	1.000		0.891**
Risk Management	0.526	0.914	0.926	1.000	0.899**
Performance	0.210*	0.845**	0.891**	0.899**	1.000

Notes: \* $p < 0.05$ ; \*\* $p < 0.01$ ;  $N = 91$ . Values and significance taken from the thesis correlation output.

The correlation table shows that Goal Setting has a positive correlation to performance, but its value ( $r = 0.210$ ) is not very large. This implies that goal clarity is not enough to propel huge performance improvement, though it is an important part of the strategic architecture. The correlations between resource management and stakeholder engagement and risk management are exceptionally high (e.g. resource management and risk management  $r = 0.914$ ), which proves the integrated strategic environment where the development of one area supports the others. The systems theory can be used to explain this interdependence: airports are complicated socio-technical systems, in which human resources, technological resources, and procedural resources interact to produce performance outcomes.

The analysis of the predictive relationships was also quantified by regression analysis, and the practical significance of each independent variable was also determined. Single-predictor regressions were estimated separately on Goal Setting and Resource Management, and a full multiple regression (with all four strategic predictors) was estimated to examine specific contributions in a multiple regression environment. The results obtained in single-predictor and multivariate are summarized below, along with the test statistics and model-fit indicators directly drawn out of the study results.

**Table 3:** Goal Setting – single-predictor regression

Statistic	Value
ANOVA F(1,90)	4.113
Sig. (p)	0.046
R	0.210
R <sup>2</sup>	0.044
B (unstandardized)	0.290
SE (B)	0.143
$\beta$ (standardized)	0.210
t	2.028
p	0.046

The regression model shows goal setting significantly predicts performance, but explains only 4.4% of the variance, indicating modest explanatory power when considered in isolation.

**Table 4:** Resource Management – single-predictor regression

Statistic	Value
ANOVA F(1,90)	221.866
Sig. (p)	0.000
R	0.845
R <sup>2</sup>	0.714
Std. Error	0.13409

The findings show that Resource Management explains 71.4% of the variation in organizational performance – an exceptionally large and practically meaningful effect in this context.

**Table 5:** Multiple regression – full model context for the two variables

Predictor	B (unstd.)	Std. Error	$\beta$ (std.)	p
(Constant)	2.493	0.257		0.000
Goal Setting	0.327	0.063	0.420	0.000
Resource Management	0.467	0.070	0.526	0.000

Model summary (full model):  $R = 0.914$ ,  $R^2 = 0.835$ , Adjusted  $R^2 = 0.827$ , Std. Error = 0.10358,  $F(4,90) = 108.736$ ,  $p < 0.001$ . These figures indicate that the combined strategic predictors explain approximately 83.5% of performance variance.

The findings indicate that Goal Setting is significant and positively influences organizational performance, but the effect size is relatively small when considered separately. Conversely, the Resource Management practices have a big bivariate and multivariate impact and prove that the way JKIA handles and allocates financial, technological, and human resources is a major force behind the operational performance. Such results are consistent with the general literature that underlines the central role of resources as a competitive advantage in the case of valuable, rare, and well-organized resources (Kirungu and Mungai, 2022; IATA, 2021).

The high R<sup>2</sup>s of the resource-management model and the entire model imply that viable interventions that could be conducted to enhance budgeting, adoption of technology, staff skill development, and maintenance planning would have significant performance improvements. In the case of practitioners at JKIA, this means that it should focus on optimizing the resources targeted by investments in improving staff competency through training, focus more on capital projects aimed at improving throughput, as well as investing in digital passenger-

processing systems, should be prioritized along with refining goal-setting processes.

It is also important to note that Goal Setting is also relevant in the context of the multivariate model ( $b = 0.420$ ,  $p < 0.001$ ), indicating that once the resource management, stakeholder engagement and risk management are controlled, clear and better communicated goals enhance the influence of resource investments. That is, resources themselves are effective, but they are better transformed into results when they are directed towards particular and similar purposes. This complement helps state the need of organizational leaders to implement strong resource strategies alongside participatory and transparent goal-setting systems in order to maximize the returns to investment.

The association of the strategic practices also indicates that there might be multicollinearity issues within the models with the inclusion of all the predictors, but the diagnostic statistics provided in the thesis showed that there was a fair model behavior and significant coefficients. The theoretical implication is that strategic-practice areas are mutually dependent; advancements in resource management often lead to better risk-management structures and increased stakeholder interactions with the organization, which leads to the cascading effects on performance. This inter-related dynamic is supported by systems-theory perspectives and empirical literature data.

Lastly, such quantitative results were backed by qualitative reports found in the dataset (staff comments and thematic notes) where recurrent problems with equipment downtime, training gaps, and delays in the procurement procedures were reported as bottlenecks, restricting performance. The suggestions that the respondents made to make the targets more specific to resourcing plans and more frequent performance monitoring are resolutions that reflect the statistical focus on resource optimization. Combining these staff observation with the quantitative findings enhances the study external validity and makes the recommendations based on operational realities.

Overall, the findings used in this chapter suggest that the goal setting and resource management have a notable impact on the organizational performance of JKIA, but the actual level of influence of resource-management effects is significantly greater. Resource-oriented reforms should then be given a priority by the policymakers and the airport managers, but it should be ensured that the investments made are synchronized to well defined goals that are communicated to achieve the full benefits of performance. These findings are discussed in the following chapter with respect to the literature and give specific, practical recommendations on JKIA and other similar aviation institutions.

## CONCLUSION AND RECOMMENDATIONS

The research article discussed how strategic management practices impact organizational performance at Jomo Kenyatta International Airport (JKIA) in its specific goal-setting and managing resource. The empirical findings have shown that both variables have a significant effect on the performance outcomes but their magnitudes vary significantly. Goal setting revealed its statistically significant yet small contribution to the performance, which means that having clearly stated goals and aligned departmental priorities help the efficiency within the operations of the company, however, alone, there are not enough to provide significant performance gains. Conversely, resource management has become the best predictor of organizational performance in that it accounts for more than 70 percent of performance variance when taken as an independent factor. These results indicate the paramount role of maximizing the use of personnel, financial, and technological resources in a dynamic and competitive aviation field.

According to these findings, the study suggests that JKIA should institutionalize participatory and transparent goal-setting mechanisms at the different levels of management. As an incentive, the employees can be encouraged to participate in the goal formulation to improve ownership, accountability, and alignment with the institutional priorities. The airport ought to further reinforce resource planning and deployment practices through investing in state-of-the-art technologies, further training of the workforce, and implementing data-driven budgeting methods to guarantee efficient utilization of resources. The research also proposes a permanent evaluation of resource use and the performance metrics to maintain positive changes in the long run.

It is advisable that future research is done with a view towards studying other strategic variables like innovation capability and style of leadership, which can moderate or mediate the strategizing practices and performance. A qualitative and quantitative paradigm involving the qualitative data of aviation managers and frontline staff members can also improve the knowledge of operational dynamics. To conclude, goal strategic alignment and resource management are solid platforms towards performance improvement at JKIA and other similar aviation institutions.

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