

**INFLUENCE OF STRATEGIC LEADERSHIP ON ORGANIZATIONAL
PERFORMANCE AMONG AIRLINES IN KENYA**

A case of Martin Air Airline

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND
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DECLARATION

This is my original work, and it has not been submitted for consideration at any other university or institution.

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This research project has been submitted for examination with our approval as the University Supervisor.

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DEDICATION

I dedicate this work to my family for their unwavering support, encouragement, and unwavering sacrifice of valuable family time during my studies.

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Special thanks to Faith Keitany, my supervisor, and for their academic support, advice, direction, and relentless criticism during the research period. Thank you to my sister Grace and daughter Hawi for understanding my concerns during the research.

ABSTRACT

Kenya's aviation business has been controlled by a number of airline companies, including those that operate international, regional, and local flights. As more airline businesses have established their operations to develop niches to satisfy the desired demands of end consumers, the market has become extremely competitive. Airlines have historically played critical roles in moving Kenya's economy toward a middle-income level, as envisioned in Vision 2030. Examining strategy through the perspective of leadership focuses on the key roles that leaders must inhibit in the performance process of the organization. Leadership has been regarded to play an important impact in the functioning of organizations. As a result, leadership has been generally viewed and described as one of the primary determinants of effective organizational performance. The primary goal of this research was to investigate the impact of strategic leadership on organizational performance in Kenya's airline industry. The specific objectives were to investigate the effects of strategic leadership skills on organizational performance, to assess how leadership conduct influences organizational performance, to determine the effect of communication skills on organizational performance, and to investigate the effects of process monitoring on organizational performance in Kenya's airline industry. Strategic leadership abilities, leadership conduct, monitoring process, and communication skill do not have a substantial effect on organizational performance in Kenya's airline business, according to the study. The study's population was made up of personnel from Martin Air, a Kenyan airline that operates both internationally and regionally. The overall target population was 270 Kenyan employees. The sample size for the study was determined to be 81 people. The study used a descriptive survey design. The data collected was examined utilizing a descriptive technique and tools, as well as simple SPSS. Data was provided in the form of charts, graphs, and percentages. The current study's conclusions were intended to benefit airline sector policymakers, the Kenyan government, and academics. The study's findings reveal that strategic leadership skills are required for an organization's performance; thus, it is recommended that the airline sector adopt strategic leadership skills that will aid in performance. It has been discovered that the monitoring procedure affects the organization's performance process in the aviation business. For smooth strategy change, the aviation sector should also embrace direct communication with members of the execution team, which might be accomplished through the use of routine briefings before the start of the day's work. The airline sector is also strongly urged to offer frequent seminars and workshops to retrain and refresh managers on previously learned abilities, as well as to provide current updates on strategic management skills that are relevant globally. The study finds that it is critical for leaders to seek to acquire the necessary abilities to ensure the smooth implementation of corporate strategies. The study found that leadership abilities are essential for a leader to integrate a well-formulated strategy into actions that provide the desired results. Continuous improvement is required during the monitoring process because it determines the success of the company's strategic goals. Finally, the capacity of the communication leader to encourage and accept feedback from the execution team to ensure that the correct message is decoded was discovered to be a critical component of the organization's effectiveness.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
DEFINITION OF KEY TERMS	xi
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Statement of the Problem	5
1.3 Objectives of the Study	7
1.4 Research Questions.....	7
1.5 Significance of the Study	8
1.6 Scope of the Study	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0 Introduction	9
2.1 Theoretical Literature Review	9
2.2 Empirical Literature Review	11
2.2.1 Strategic Leadership	11
2.2.2 Leadership conduct.....	13
2.2.3 Communication Skills	15
2.2.4 Monitoring techniques.....	16
2.3 Summary and Research gaps.....	18

2.4 Conceptual Framework	19
2.5 Operationalization of Variables	21
2.6 Chapter Summary	21
CHAPTER THREE	22
RESEARCH METHODOLOGY	22
3.0	Introduction
.....	22
3.1 Research Design	22
3.2 Target Population	22
3.3 Sample and Sampling Techniques.....	23
3.4 Data Collection Instruments	23
3.5 Pilot study.....	23
3.5.1 Validity	24
3.5.2 Reliability test	24
3.6 Data Collection Procedure	24
3.7 Data Analysis and Presentation	24
3.8 Ethical considerations	24
CHAPTER FOUR.....	26
RESEARCH FINDINGS AND DISCUSSIONS	26
4.0 Introduction	26
4.1 Presentation of Research findings	26
4.2 Descriptive Analysis	33
4.2.1 Strategic Leadership Skills	33
4.2.2 Leadership Conduct.....	34
4.2.3 Communication skills	35
4.2.4 Monitoring Process.....	36

4.3 Limitations of the Study.....	36
CHAPTER FIVE.....	38
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS	38
5.0 Introduction	38
5.1 Summary of Findings.....	38
5.2 Recommendations.....	38
5.3 Conclusions	39
REFERENCES.....	41
APPENDIX I: INTRODUCTION LETTER.....	43
Appendix II QUESTIONNAIRE.....	44
Appendix III Budget	49
Appendix IV Work plan	50

LIST OF TABLES

Table 2. 1 showing operationalization of Variables.....	21
Table 3. 1 showing target population	22
Table 3. 2 showing sampling criteria.	23
Table 4. 1 showing response rate	26
Table 4. 2 showing gender of respondents	27
Table 4. 3 showing age of respondents.....	28
Table 4. 4 showing the department worked in	29
Table 4. 5 showing period served in the airline industry.....	30
Table 4. 6 showing Highest Level of Education	31
Table 4. 7 showing current position held in the company	31
Table 4. 8 showing descriptive Analysis for Strategic Leadership Skills	33
Table 4. 9 Showing descriptive analysis of leadership conduct	34
Table 4. 10 Showing strategic analysis of communication skills	35
Table 4. 11 showing descriptive analysis for monitoring process	36

LIST OF FIGURES

Figure 2. 1 showing conceptual Framework.....	20
Figure 4. 1 showing response rate.....	26
Figure 4. 2 showing gender of respondents	27
Figure 4. 3 showing age of respondents	28
Figure 4. 4 showing the department worked in	29
Figure 4. 5 showing period served in the airline industry	30
Figure 4. 6 showing current position held in the company	32

DEFINITION OF KEY TERMS

- Airline Industry** : A collection or grouping of enterprises that provide air transportation services for people and cargo. Intercontinental, domestic, regional, international, and cargo airline services are available as scheduled services or charters. (Carey, 2013).
- Human Resource** : Individuals, people, or the workforce inside an organization who are in charge of carrying out the duties assigned to them in order to fulfill the organization's aims and objectives (Radhakrishna & Satya, 2015).
- Globalization** : A process through which people, ideas, and things expand around the world, promoting more connection and integration among the world's cultures, movements, and economies (Gabriel & Mohamed, 2011).
- Leadership** : conveying that vision with others so that they would happily follow, giving the information, knowledge, and procedures to fulfill that goal, and organizing and balancing all members' and stakeholders' competing interests (Chin, 2015).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter gives an overview of what was addressed in the whole study, including the study's history, issue statement, aims, research questions, importance of the study, and study summary.

1.1 Background of the study

A leader is someone who inspires a group of individuals to achieve strategic goals. Because daring plans need breakthroughs on several fronts, organizations must have strong and dominant leadership at all levels if the strategies are to succeed. Examining strategy through the lens of leadership concentrates the current research on the key roles that a leader must play in the process of organizational performance. According to this tendency, leaders may discover that some strategic tasks, including as industry study, competitor analysis, and internal analysis, become their second priority since it is not as critical for the leader to do them as it is to ensure that such activities are completed. The theory is that if you start with the proper people, an organization will be able to more readily adjust to a rapidly changing world since those individuals are already adaptive and self-motivated. Indeed, one of the few things that leaders can directly influence for the successful implementation of corporate objectives is the selection of the proper personnel. Vision is at the center of organizational success and is at the heart of leadership. The task of the leader is to develop a vision for the company that engages both the imagination and the energy of its members. An effective leader, according to Drucker (2012), understands that the ultimate function of leadership is to produce human energy and human vision during the organization's performance process. Leaders are in charge of carrying out the specified plan. While an action plan consists of numerous separate activities, at its core, the leader must create an organization capable of carrying out the defined strategy. The leader creates both an organizational culture and an organizational competence for plan execution.

Business throughout the world is evolving faster than ever before. Competition, globalization, and technology improvements have transformed the environment in which modern firms flourish. Businesses demand exceptional leaders to face this type of climate. Strategic leadership is the managerial capacity to anticipate, foresee, maintain flexibility, and empower people to produce strategic adjustments when necessary (Robbins et al, 2010). Strategic leaders understand the

current state of available markets, how to structure their products and services to serve the market competitively, the health of their organization and the presence of capital, how to determine the needs of different sections of an organization, how to manage change in various states, and how to develop an optimum leadership team with adequate skills and competencies (Harris, 2008). Strategic leadership is one of the primary factors of an organization's effectiveness since it makes strategic decisions, determines organizational structure, and manages the organizational process.

Globalization, as well as fast and constant change on the technical, political, social, and environmental fronts, characterize today's complicated business environment. Strategic management is a discipline that enables organizational leaders to match the internal organizational environment with the changing business environment in which these firms operate. Strategic management is defined as a clear roadmap encompassing choices and activities that result in the formation of action plans in order to ensure an organization's survival in their business environment.

Strategic leadership is a management competence of a company that expects, predicts, maintains flexibility, and empowers people to achieve strategic change and a viable future for the company (Kjelin, 2009). It is thus up to the leadership to continually develop motivations for the organization's long-term presence. The leader must be able to focus on the operational tasks of the business while also monitoring developments that influence the organization, both within and internationally. Such changes are sure to define the organization's survival in the future, and they are opportunities for the company to flourish. Any company's performance is determined by its leaders (Finkelstein and Hambrick, 2008). Businesses fail when the leadership suffers from flaws such as an inability to persuade its employees to follow its vision; a failure to counter or recognize threats; a misjudgment of their ability to manage the business's external environment; an inability to separate personal needs from those of the firm; a belief that they can handle any situation, dismissing any staff who disagree with them; and underrating impediments that have occurred in the past.

Serfontein (2010) conducted a research titled "The influence of strategic leadership on the operational strategy and performance of South African corporate organizations." The study discovered that strategic leadership aspects are proportionally connected to organizational success in South Africa. Zindiye (2008) conducted an empirical study titled "Factors Affecting

the Performance of Small and Medium Enterprises in Harare, Zimbabwe's Manufacturing Sector." The findings revealed that above-normal inflation rates, as well as other factors such as currency exchange rates, had an impact on the performance of SMEs. In order to counteract economic uncertainty, the study advised that SMEs enhance their strategic management methods. According to Stokes (1995), the smallest enterprises were the most vulnerable, and those that expanded were less likely to collapse than those that did not.

Sanders and Schyns (2006) discovered that when there is a poor fit between a supervisor's implicit leadership theories and his or her assessment of a subordinate leader, this leader's performance rating and promotion possibilities are thought to decline. Similarly, followers' implicit leadership theories may impact their evaluation of a leader's performance. According to this study, this will have an impact on the degree of organization performance in a certain industry. When all aspects of the company are in tight harmony, an organization's capacity to compete in a flat world is increased. If this alignment is maintained, strategy execution and performance can be improved. One research on the function of strategic leadership in effective strategy implementation in South African strategic leaders done by Jooste and Fourie (2009) indicated that strategic leadership positively contributes to effective strategy implementation in South African firms. Given the dire repercussions of a leadership void, even the best-laid plans are really wishful thinking. If it can't be converted from idea to reality, why do so many businesses only uncover their leadership gap until it's too late? This begs another, more basic question about strategy and leadership: which comes first, the chicken or the egg? While some studies examine leadership from a theoretical standpoint, others examine it from a situational standpoint. However, none of these studies clearly relate the role of leadership to organizational success in the Kenya scenario; nor do any of them link the function of leadership to organizational performance. The study's goal was to examine the influence of leadership in organizational success in Kenya's aviation sector.

The primary responsibility of every leader is to develop the talents of their followers. As a result, leaders' responsibility is to transform the workplace into a place where employees may reach their full potential (Sharma, 2007). An organization gains significant rewards in terms of allegiance, production, inventiveness, and devotion to the organization's compelling goal if its

leaders commit to freeing rather than suffocating the skills of the people they manage (Goffee and Jones, 2006).

Strategic leaders engage in five primary practices: Determining the firm's strategic purpose and goal, Effective management of the firm's resources, fostering an effective culture in the organization, emphasizing ethical concerns in all activities, and striking a balance between strategic and financial controls.

Strategic leadership entails developing the firm's long-term purpose and vision. The goal and vision of an organization link all of the firm's operations together (Harris, 2008). A good vision is alive, and everyone in the company understands and acts on it. It is also full of desire and enthusiasm, so employees are always discussing their company's mission and goals. Firms, on the other hand, fall into a trap when their leaders are concentrated on their vision and neglect developing market potential. (Nel, 2008). Strategic executives are responsible for managing the organization's resources. Social capital, financial capital, and human capital are the three types of resources (Barney and Arikan, 2001). According to Distefano and Maznevski (2003), it is critical to nurture human capital if strategic leadership is to be realized. According to Harris (2008), a corporation gains a competitive edge over its competitors by utilizing its available resources.

A company's culture is a set of basic values and practices that are shared throughout the business and influence how operations are managed. Every company has a culture that helps to describe the context within which workers' behavior is distinguished and rated (Raisch, and Birkinshaw, 2008).

Organizations that base their actions on ethical values are able to carry out their strategies efficiently. Companies with moral leadership encourage and enable employees at all levels of the organization to act ethically while working to achieve the firm's goals (Nel, 2008). Organizations must attract strategic leaders who embrace ethical practices as part of their long-term vision for the business, as well as those who want to operate in the right way and with honesty and integrity (Robertson and Crittenden, 2003).

Controls are vital because they allow an organization to fulfill its goals (Redding, 2002). Controls are structures that a company uses to maintain or change trends in its operations.

Controls aid strategic leaders in developing dependability, validating the value of strategies to organizational participants, and endorsing and supporting strategic change (Shields, Deng and Kato, 2000). According to Hitt and Hoskisson (2006), the organization's ability to govern and monitor task and result advancement must be appropriately established. Leaders are responsible for developing and implementing available internal controls.

Performance is a record of the outcomes of a certain action over a specific time period (Wang et al, 2011). As a result, output, improved internal procedures, earnings, employee attitudes, and customer happiness are all indicators of performance (William 2002). According to Chen (2002, p.432), a firm's performance is the "transformation of inputs into outputs for the achievement of certain ends." In terms of substance, performance explains the relationship between minimal and effective cost (economy), effective cost and realized output (efficiency), and output and accomplished outcome (effectiveness)."

According to Richard (2009), three areas in the organization's outcomes can be used to measure its performance: commercial performance (income, investment return), return to shareholders (return of the shareholders), and product market performance (annual turnover, market share), employee stewardship, customer satisfaction, and CSR.

1.1.1 Profile of Martin Air Airline

Martin Airline was established in 1958 and is a subsidiary of Air France KLM. It is an Amsterdam-based Dutch freight airline. Martin Air has been completely a cargo airline since 2011, with regular services to more than 20 locations worldwide as well as charter flights. Prior to 2011, there were also passenger flights. Martin Air is based in Nairobi, Kenya, and specializes in air travel with a focus on freight handling. It employs 270 people, not including casuals.

1.2 Statement of the Problem

Strategic leadership has been generally recognised as one of the primary contributors to good strategy implementation, playing a vital role in setting the tone, pace, and style of strategy implementation. Effective strategic leadership activities help firms employ strategic management processes successfully, resulting in competitiveness and high returns (Hitt et al. 2007). According to William (2002), company performance is measured in terms of production

and results, profitability, the firm's structures and procedures, employee attitudes, and how the organization responds to the environment. The owners and contributors of resources to a business are always concerned with the firm's success. Performance allows resource owners to determine whether or not to continue investing in the resource.

Kenya Airways (KQ) used to have an excellent and major position in the African continent, but its fortunes have recently been falling fast due to, among other things, rising competition on key African routes combined with pricing pressure. Competitors, for example, have begun flights on significant routes. South African Airways has extended their presence greatly on South and West African routes, while Qatar Airways has been effective in many Middle East and European destinations, and Emirates Airlines has also been competitive in Africa and the rest of the world. Air Arabia also upped the bar for competition, particularly in terms of pricing. It is also worth noting that Middle Eastern carriers have been competing on pricing with Kenya Airways (KQ). Ethiopian airlines Jambojet, Fly540, Jet Link, and Precision Air have strengthened their presence in the area by the addition of new routes and greater frequency on current routes, including domination in Arusha, Dar es Salaam, and Zanzibar, respectively.

Today's airline sector is not dominated by a single carrier, as it formerly was for either passengers or cargo. The paradigm change is reflected in the airline's strategic performance in linked activities. For example, Ethiopian Airlines increases for regional champion with increasing passenger demand due to lower prices, allowing them to achieve massive volumes and, as a result, produce revenue growth.

Locally, research on the impact of strategic leadership on organizational performance have been conducted. (Nthini, 2011) investigated the "Effect of Strategic Leadership on the Performance of Commercial and Financial State Businesses in Kenya" and discovered that strategic leadership had a beneficial impact on the performance of government corporations. Respondents agreed that their institutions had a high net profit margin/return on sales owing to strategic management approaches. (Nganga, 2013) concentrated on strategic leadership and manufacturing business performance. The study discovered a strong linear association between manufacturing business performance and strategic leadership. He discovered that organizations who relied on strategic leadership were able to survive the industry's economic problems and align themselves to gain a

competitive edge. Makena (2011) conducted study on "Challenges Faced by SMEs in Accessing Funding in Kiambu Town" and discovered that 25% of respondents had attempted to obtain financing from banks, with 56% being turned down. The biggest barrier to securing funding was recognized as a lack of frameworks in the companies and weak abilities from the owners and management.

None of the papers found by the researcher focused on Kenyan airlines and how strategic leadership influences their performance. This is the gap that this study aimed to fill. The research issue addressed in this study was: What is the impact of strategic leadership on the performance of Kenyan airlines?

1.3 Objectives of the Study

1.3.1 General objective

The general objective of the research was to establish the influence of strategic leadership and organizational performance among airlines in Kenya.

1.3.2 Specific objectives

1. To examine the effect of strategic leadership skills on organizational performance in the airline industry in Kenya.
2. To assess how leadership conduct influences organizational performance in the airline industry in Kenya.
3. To determine the effect of monitoring process on organizational performance in the airline industry in Kenya.
4. To establish the effect of communication skills on organizational performance in the airline industry in Kenya

1.4 Research Questions

1. What is the influence of strategic leadership on organizational performance in the airline industry in Kenya?
2. What is the influence of leadership conduct on organizational performance in the airline industry in Kenya?

3. What is the effect of monitoring process on organizational performance in the airline industry in Kenya?
4. What is the effect communication skills on organizational performance in the airline industry in Kenya?

1.5 Significance of the Study

The study was motivated by the high failure rate of organizational performance attempts globally. The study would aid airline management not just locally, but also globally, in understanding the importance of leadership in organizational success. This industry's management would be able to read, realign, and gain a competitive edge over their competitors by expanding into new markets, diversifying, or specializing through leader-driven successful execution of applicable plans. The study would also benefit the government and policymakers in the airline industry because they will be able to provide the necessary leadership by effectively executing strategies that will lead to market liberalization. They would also be able to understand the need to go in the correct direction, since regulatory reforms are vital to supporting the industry's long-term health and helping resuscitate those airlines whose fortunes are declining. The study would add to the corpus of knowledge in this industry on a national, regional, and worldwide scale.

1.6 Scope of the Study

The scope of the study, according to Essays (2015), describes the dimensions of objects, a conceptual process representing either future, current, or previous knowledge of descriptive activities. This study was confined to Kenyan airlines because the airline industry remains a vast and growing one on a local, regional, and worldwide scale. The industry enables economic growth, worldwide commerce, international investment, and tourism, and is thus crucial to the globalization that is occurring in many other businesses throughout the world. The research focused on four predictor variables: strategic leadership abilities, leadership behavior, the monitoring process, communication skills, and the response variable, strategy execution. The study was carried out on employees of Martin airline operating in Nairobi. The study involved 270 respondents of Martin airline and it was carried on between of March to September 2022.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discussed the theories supporting the study, the concept of strategic leadership; actions of strategic leadership; and strategic leadership and performance.

2.1 Theoretical Literature Review

This section discusses the hypotheses that underpin the research. Upper echelons theory, contingency theory, and upper echelons theory are three of these theories.

2.1.1 Upper Echelon Theory

The key point of this argument is that corporations are carbon copies of their top executives' intelligence and beliefs (Hambrick and Mason, 1984). Top leadership's principles and inclinations will influence their assessment of the environment and the decisions they make regarding the organization's strategy. Over time, the company begins to resemble the boss. Hambrick (2007) expanded the idea by including two more moderators: management discretion and executive job desire. According to the upper echelon idea, a firm's success is closely proportional to the amount of management discretion available. Managers with greater discretion have a greater ability to influence staff.

The upper echelon theory and its subsequent development do not take into account the industry's ethical standards. Firm operations are not always a reflection of senior management's actions and values. In certain cases, ethical issues influence the firm's operations and practice, even if the leadership's traits contradict that (Van der Zee and Swagerman, 2009).

2.1.2 Trait theory

Trait theory aids in the identification of characteristics and abilities that are useful while leading people. Honesty, responsiveness, decisiveness, effective decision-making abilities, and likability are examples of such characteristics. On the other hand, none of these characteristics will guarantee successful leadership. Traits are visible behaviors that emerge from the stuff operating in our subconscious that contribute to good leadership. Leader effectiveness is the amount of influence a leader has on how an employee or employees perform, how satisfied they are, and

how effective they are (Derue et al, 2011). McCall and Lombardo (1983) identified four primary features via which one might fail or flourish in their failure and accomplishment research: how emotionally collected or steady one is: how confident or calm one is in the face of a difficult situation, how one accepts mistakes, how one accepts responsibility for mistakes, appropriate relationship skills: exceptional communication and persuading abilities: mastery of a broad variety of topics rather than a narrowly focused competence.

The fundamental critique of this approach is that it bases a leader's efficacy on inborn emotional systems and minimizes the need of acquiring abilities via education (Pervin, 1994). Inborn qualities are not often as inflexible or crucial in leadership as the theory suggests. The idea does not take into account conditions that may influence the result since different events necessitate different actions from leaders.

2.1.3 Participatory Theory

A participatory theory of knowledge is a theory of knowing that maintains that meaning is enacted via the human mind's engagement in the universe. Participation, as recommended by Johann Goethe, is seen as a vital way of encouraging the sustainable management of natural resources. Participation, however, is not always successful. Conflicting ideals, as well as power disparities, can all significantly damage participative processes (Marjanke, et al., 2012). Participatory democracy is a collaborative decision-making process that contains components of both direct and representative democracy: citizens have the authority to vote on policy suggestions, while politicians are in charge of policy execution (Enriqueta & Santiago, 2009). On the balance scorecard, Kaplan and Norton (2005) confirm that authentic communication skills, user stories and story cards, functional software and acceptance tests structured the customer and user engagement were major indicators of 11 leading by example. This type of user interaction helped to strike a balance between flexibility and project progress, resulting in a project and product that were deemed successful by both the client and the development company. The investigation revealed that the integrative framework for user involvement may be effectively applied in a new environment to understand what participatory design is and how, when, and where it can be executed as part of an agile development design process. The study provides an additional argument why strategic leadership skills, leadership conduct, and

communication skills foster project staff to successfully carry out the agile development project despite some identified challenges, by grounding further explanations in complex adaptive systems theory (Kautz, 2011). According to Disterheft (2015), participatory processes can be better assessed from a social learning and organizational learning standpoint, emphasizing non-linear criteria for process quality in terms of depth and meaningfulness, as well as criteria for outcome quality in terms of knowledge generation and innovation. Disterheft (2015) also implies the need of contemplating double- and triple-loop learning if a culture of engagement toward sustainability is to be fostered, as well as the importance of institutional governance. What are individuals hoping to gain from their participation? One point of view is that involvement improves the efficiency and cost-effectiveness of "formal" development projects (Mayo & Craig, 2005). The general development goals are true, but institutional procedures are ineffective and may be addressed by direct engagement of recipients. Women in Development (WID) efforts from the 1970s, for example, focused at engaging women into the planning process (Moser, 2009). Others see involvement as part of a wider transformational aim that may be anti-developmental (Esteva & Prakash, 2008). According to Esteva and Prakash (2008), the Zapatistas of Mexico are the epitome of an anti-developmental movement. Despite these distinctions, there is a growing recognition of the necessity of local engagement. The conviction in not relying on the state - the primary institution of modernity - for growth is at the heart of this 'agreement.' As a result, it is possible that the popularity of participatory development coincided with the early 1980s neoliberal counter-revolution with its ideology of self-help and individualism (Toye, 2007).

2.2 Empirical Literature Review

Under this section, the various studies under independent variables are discussed.

2.2.1 Strategic Leadership

A study conducted in Zimbabwe to investigate the relationship between active leadership involvement and strategy implementation success in state-owned enterprises discovered that most strategies failed due to leaders' inability to use their various skills to create awareness and show the strategy implementation roadmap, as most strategy implementers were unaware of the leadership expectations. The study emphasized the need of leadership using their talents and competencies such as human, technical, and conceptual skills to generate the demand for change

and improve organizational performance responsiveness via individuals and teams (Mapetere, et al., 2012). Furthermore, additional research has identified three distinct leadership abilities that are required for plan implementation effectiveness. According to Rappe and Zwick (2007), technical skills are a critical precondition for organizational success, particularly in the development of action plans. According to Yuk (2006), the employment of technical abilities by a change agent may be viewed as a trusted source of guidance, knowledge, and competence for solving technical challenges and making sound decisions on visible initiatives. However, as a result of prior initiatives' low degrees of success, many employees' sense of their leadership expertise power has been dramatically decreased, leading to a reliance on human and conceptual abilities.

According to a research by De Wit and Meyer (2010), the primary difficulty of change is the existence of multiple factual and human barriers that must be identified and overcome before organizational success can be achieved. Many execution attempts have failed in this area owing to an overreliance on technical abilities that cannot handle personal problems and encourage commitment, ownership, and general engagement of employees. Furthermore, the environment under study was also quite volatile in terms of employee economic wellbeing, necessitating a greater usage of human skills that would allow top leadership to successfully encourage and unite all employees' efforts behind the new strategy (De Wit & Meyer, 2008). Moore and Rudd (2005) created a model for fundamental leadership qualities and competences for leaders. Human, conceptual, communication, emotional intelligence, industrial knowledge, and technical abilities were among the talents categorized. Moore and Rudd (2005) revealed six critical leadership categories, including perceived proficiency of the leaders, in a follow-up research to empirically support their prior work on leadership as viewed by team members. Technical skills were revealed to be domains of ordinary competency.

A team leader is supposed to provide an environment of assurance and security for team members to express themselves honestly without fear, as well as to encourage and motivate them to actively contribute to strategy formulation and execution. According to Ismail et al. (2011), effective academic leaders must possess a variety of distinct leadership abilities and competences in order to lead. These abilities and capabilities are essential for research universities to go to the next level of excellence. A leader's capacity to see the team as a whole and how the team will contribute to

the organization's goal is a crucial talent that a leader must have in order to effectively manage a team. (2011) (Shahmandi et al.). The authors, however, did not study the direct impact of conceptual skills on team performance. When the leader demonstrates his or her ability as a guide for team members, it encourages respect and eagerness to follow such a leader in order to obtain such technical expertise as the leader possesses. Moore and Rudd (2005) classified technical abilities as follows: Internet capabilities; computer skills; finance/fundraising; budgeting A leader with the aforementioned skill set may effectively lead a team. According to Rappe and Zwick (2007), technical expertise is one of the leadership skills areas that are important for leaders and members of their team to function effectively, particularly during execution. The author, however, did not study the direct impact of technical abilities on team effectiveness. Nordin and Ayankunle (2013) propose that a specialized leadership competence development workshop be set up for organizational leaders based on their results. According to him, such a competence and leadership training program would help team leaders strengthen their leadership skills in strategy creation and implementation.

2.2.2 Leadership conduct

Oshagbemi and Ocholi (2013) identified many leadership style aspects as well as other explanatory factors that are highly important. For example, intellectual stimulation was found to be positively and significantly connected to declarative leadership, which is a feature of innovative businesses that have faith in their employees' skills. It does not, however, establish a direct gender influence on leadership behavior. Other things being equal, distinctions in managerial leadership styles may be obscured in companies with short chains of command, whereas they will be more evident in organizations with extensive chains of command. Overall, while there was a slight but statistically significant difference between senior and firstlevel managers' leadership styles, the differences in their leadership conduct were statistically significant (Oshagbemi & Samuel, 2013).

According to Kouzes (2007), business people favor leaders that prioritize controlling the business system above other factors such as relationship management; task orientation is more essential than relationship orientation. Men and women appear to have nearly identical preferences in the business environment; age has some influence; generally, older business people have higher preference scores for a managerial leader who clearly defines his or her own

role, lets followers know what is expected, and pushes them to work harder and exceed past performance. Subordinates were not given or expected paternal leadership behavior. They anticipated and received moderately authoritarian leadership behavior (Kouzes, 2007).

De Jong and Hartog (2007) discovered significant leadership traits. Although creative behavior is critical in such organizations, scholars have paid little attention to it. Leaders impact workers' creative behavior through both explicit acts aimed at stimulating idea development and implementation and more general, everyday behavior. Bilal (2014) discovered that leaders had more leadership experiences in their teens than nonleaders. Such experiences have an influence on selfperception as a leader, the growth of selfefficacy in leadership, and the collection of psychological and behavioral information connected to leadership manifestation. Managers were classified into three types by Oshagbemi and Samuel (2006): practical leaders (group 1), unity leaders (group 2), and uncaring leaders (group 3). (group 3). The attention then shifted to the varied types and behaviors of the practical, unity, and uncaring leaders, who made up 12, 69, and 19% of the managers, respectively. McDermott et al. (2011) conducted an analysis that resulted in the identification of developmentoriented themes in the leadership literature, as well as the provision of insights into the developmental influences, core activities (vision and mobilization), and contextual influences (sectoral and societal) that influence appropriate leadership conduct. Consensus in leaders' perceptions and team cohesion are favorably associated to transformational leadership style. Multilevel investigations reveal a favorable association between cohesion and horizontal solidarity behavior. An interaction effect was discovered for vertical solidarity conduct: the relationship between cohesiveness and vertical solidarity conduct is positive if employees perceive their supervisor to be high transformational, but slightly negative if employees perceive their supervisor to be low transformational (Sanders & Schyns, 2006). Leaders employ a variety of styles, the most common of which are democratic, affiliative, and authoritarian. Despite differences in decision-making power and consultative tendencies, (Chapman et al., 2014) maintains that practically all leaders demonstrate active leadership. During the inductive analysis, organizational culture, context, individual proclivity, and "style history" emerged as major factors in determining the application of leadership styles by medical professionals (Chapman, et al., 2014). Do men and women approach leadership in different or similar ways? Various managerial leadership styles and behaviors have been studied in many nations to uncover similarities and differences between men and women leaders

(Oshagbemi & Samuel, 2013). According to the studies, women managers delegate less than males, but there are no statistical disparities in their directive, consultative, and participatory leadership styles. The study also discovered that men and women leaders differ considerably in inspiring motivation but not in the other characteristics of leadership behavior (Oshagbemi & Samuel, 2013).

2.2.3 Communication Skills

In their study of how corporate leadership communication skills influence organizational performance, Forman and Argenti (2005) correctly noted that while an entire discipline is devoted to the study of organizational strategy, including organizational performance, little attention has been paid to the links between communication and strategy. According to the report, business communication academics are increasingly interested in how corporate leadership communication abilities contribute to an organization's capacity to formulate and distribute its strategy. However, relatively few studies have studied the relationship between corporate leadership communication and strategy, with the primary focus being on how corporate leadership communication skills impact the organization's interaction with its many stakeholders. Numerous studies, at the very least, have stressed the significance of communication skills in the process of organizational performance (Schaap, 2006). Schaap (2006) found that over 38% of senior-level executives do not communicate the organization's direction and business plan to all of their subordinates in a research done in the casino sector in the state of Nevada, United States of America. This study also supports previous results that regular communication up and down the organizational hierarchy improves strategic agreement by creating shared attitudes and values.

Leadership communication skills are essential features whose objective is to improve organizational performance in a number of ways (Forman & Argenti, 2005). Communication skills may also function as an organization's antenna, gathering comments from important stakeholders to the firm's plan. It was also shown that the alignment between leadership communication abilities and the organizational performance process was more noticeable in organizations undergoing substantial strategy transformation. All of the organizations investigated had considerable efforts in internal communications and believed that the leader

was critical to the function's performance, particularly in terms of strategy implementation and reputation building.

Catrin et al. (2014) discovered four fundamental communicative abilities of leaders in a similar study on conceptualizing communicative leadership: organizing, facilitating, relating, and representing. They also discovered that discussion, listening, body language, anticipating needs, trust, re-confirming, being optimistic, being prepared, and a preliminary definition are all equally important during plan execution. A communicative leader is someone who actively discusses and seeks input from colleagues, conducts participatory decision making, and is viewed as open and involved. Communication abilities, aside from being interpreted via leadership, are inextricably linked with strategic consensus. Everyone in the organization must be aware of the organization's direction and strategic goals. They must also be aware of the vision, and hence the ideal condition. Communication skills are used to obtain this agreement. The role of the leader is to guarantee that this communication occurs, between themselves and middle management, between various functions, and between other critical relationships in the company. Rapert et al. (2008) consider the necessity for vertical communication inside the company as well as regular communication as a crucial strategy to achieve shared perceptions, values, and beliefs among the workforce and finally reach a stage of improved organizational performance. Noble (2009) also believes in the need of a shared language and understanding. According to Myers (2009), a key difficulty is the team's lack of honest upward dialogues about impediments and underlying reasons, which is driven by a rigorous top-down management style. The study agrees with Noble (2009) and Rapert et al. (2008) that inadequate vertical communication hinders successful organizational performance and should be encouraged to develop more open discourse inside the company. Mapetere et al. (2012) discovered that most state-owned firms failed to implement their strategies owing to a lack of two-way communication. As a result, they proposed that state-owned firms explore using two-way communication platforms that allow and encourage employee queries and comments on organizational performance concerns.

2.2.4 Monitoring techniques

According to Das and Banerjee (2012), there is no strategy that can successfully handle all elements of process monitoring and fault detection; hence, there is a need to mesh the diverse

methodologies from multiple process monitoring and fault detection strategies to design a more efficient strategy. The most often utilized strategic management accounting approaches in the Italian sample are customer accounting, competitive position monitoring, competitor performance rating based on public financial statements, and quality costing (Cinquini & Tenucci, 2010). To tighten and monitor supplier compliance, successful leaders have used a range of tactics, including rules of conduct, direct monitoring by their own staff, stricter contract requirements, and a reduction in the number of contractors (Bremer & Udovich, 2001). Visionary leaders are increasingly resorting to "monitoring coalitions," membership organizations that organize the monitoring of labor or other standards in industries. To be effective, these emerging systems must address a number of issues, including how to manage the monitoring process, what standards to set, how to finance monitoring, how to disseminate the information gathered, and, most importantly, how to achieve cost-effective monitoring in tens of thousands of production facilities throughout Latin America, Eastern Europe, Asia, and Africa (Bremer & Udovich, 2001).

Collins and Burt (2005) suggest that leaders trade off monitoring intensity versus market oriented punishments to defend against supplier opportunism, based on the transaction cost and power literatures. According to the findings of a survey of 55 food manufacturers, retailers' productrelated 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, and negatively related to the retailer's ability to impose marketoriented sanctions on the manufacturer (Collins & Burt, 2005). To summarize, Labianca and Fairbank (2005) contend 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, determine 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 issues will have an impact on the firm's plan implementation (Labianca & Fairbank, 2005). Quong and Walker (2010) argue that the leadership job is to be the architect of the optimal strategy process when answering the same issue from the human dimension.

Leaders that hold this viewpoint consider the process to be the most important outcome, and the output, while significant, may and should be reviewed. There is an acknowledgement that the

eventual outcome will inevitably evolve, thus the more essential goal is to establish strategic thinking ability across the organization so that change, when it comes, can be absorbed more quickly and fully. Leadership is necessary to regularly monitor the process, looping back on important concepts that will frequently push the organization's performance process to revisit crucial assumptions and, depending on the insights acquired, change direction (Phipps & Burbach, 2010).

2.3 Summary and Research gaps

According to Schyns (2006), when there is a poor fit between a supervisor's implicit leadership theories and his or her assessment of a subordinate leader, this leader's performance rating and promotion possibilities are thought to drop. This is a strong sign that there is a study vacuum about how leadership should interact with the entire team, particularly during the execution of organizational strategies. In a study of South African strategic leaders conducted by Jooste and Fourie (2009) on the role of strategic leadership in effective strategy implementation, respondents perceived a moderate to very large gap between strategy formulation and effective strategy implementation, which is caused by a lack of leadership participation. As a result, additional research into the function of leadership in achieving good organizational performance is required. When all aspects of the organization, including leadership, are in tight harmony, the world becomes flatter. A critical function of the future corporate leader is to build and sustain this alignment. The study highlights the research vacuum pertaining to the function of leadership that this study should address by failing to explain the new leadership involvement tactics and even what makes them superior to the previous ones. Strategies cannot be accomplished without the participation of everyone, including leadership. Sabourin (2015), on the other hand, discovered four drivers of manager performance and management practices in his study on organizational performance: five drivers of performance, which included: the driver of emotions, the dimension of taking initiatives, the driver of rules, and the driver of immediate action. The fact that the literature does not show how performance drivers affect organizational performance or what extent or level should be used to make a decision creates a research gap for the current study, which will demonstrate how leadership roles contribute to the improvement of organizational performance.

2.4 Conceptual Framework

A conceptual framework is a structured method of thinking about how and why a project occurs, as well as how we interpret its actions. Kothari (2009). (2009). A framework can assist in explaining why we are carrying out a project in a specific manner. It can also assist us in comprehending and applying the ideas of others who have performed comparable investigations. A framework can also serve as a road map. The scale of a map indicates how far away distinct locations are. As a result, it is feasible to estimate how long it will take to get from one spot to the next (Mugenda & Mugenda, 2008).

This study's conceptual framework contains four independent variables and one dependent variable. Independent variables are variables that can affect the outcome. These are also known as treatment, manipulated, or predictor variables, whereas the dependent variable is a factor that is reliant on the independent variables or the consequences or results of the independent variables' effect (Cresswell 2007). Strategic leadership abilities, monitoring the execution process, leadership behavior, and communication skills are the independent factors for this study, whereas organizational performance is the dependent variable.

As a result, the study tries to investigate how independent factors impact the dependent variable in Kenya's aviation business. Figure 2.1 depicts the link between the research variables in the conceptual framework. It is founded on the higher Echelon theory, trait theory, and the Participatory Theory of Strategy.

Independent variables

Dependent variable

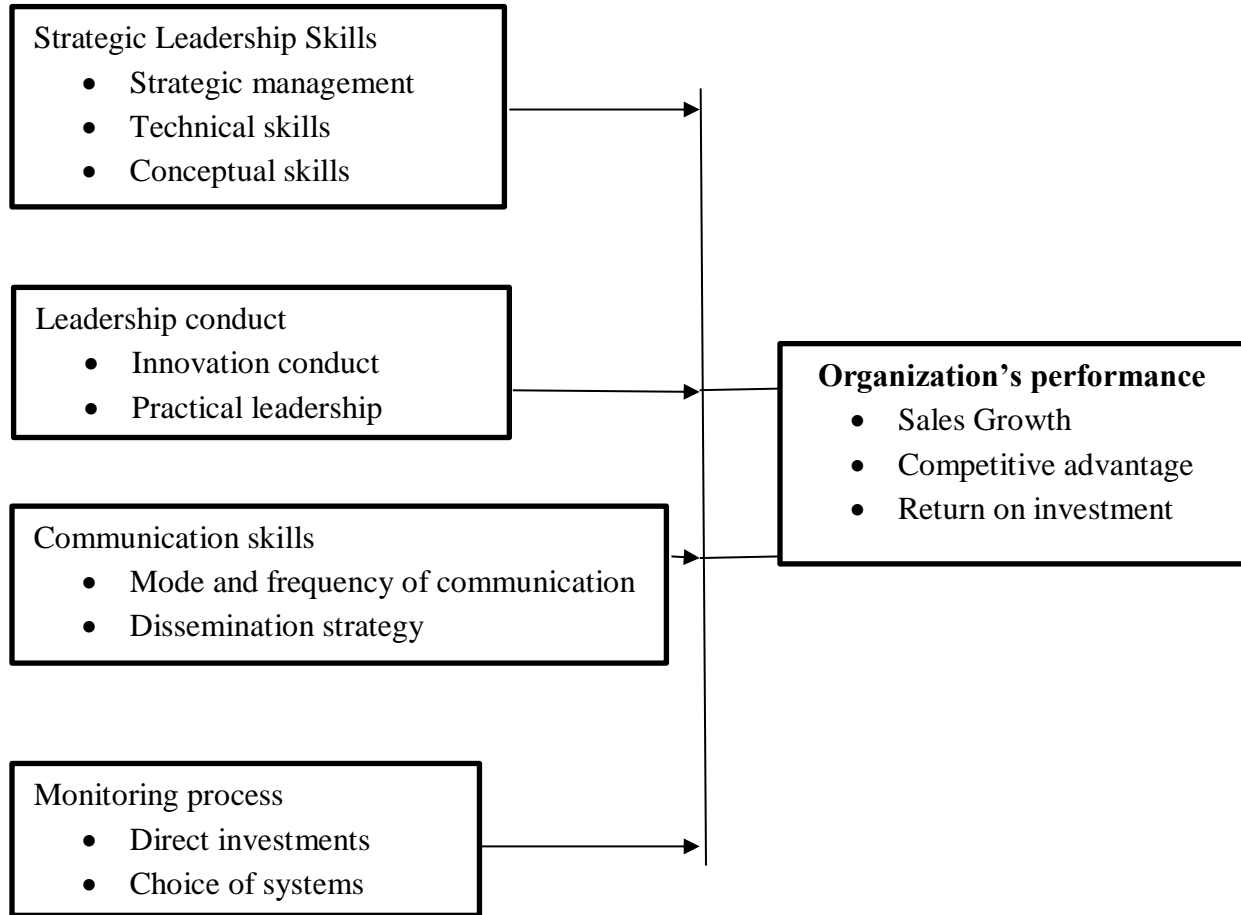


Figure 2. 1 showing conceptual Framework

2.5 Operationalization of Variables

Table 2. 1 showing operationalization of Variables

	Variables	Factors	Section on Questionnaire	Measurements
1	Strategic Leadership Skills	<ul style="list-style-type: none"> • Strategic management • Technical skills • Conceptual skills 	Section B, Part I	1 = Strongly agree to 5 = Strongly disagree
2	Leadership conduct	<ul style="list-style-type: none"> • Innovation conduct • Practical leadership 	Section B, Part II	1 = Strongly agree to 5 = Strongly disagree
3	Communication skills	<ul style="list-style-type: none"> • Mode of communication • Frequency of communication • Dissemination strategy 	Section B, Part III	1 = Strongly agree to 5 = Strongly disagree
4	Monitoring process	<ul style="list-style-type: none"> • Direct investments • Choice of systems 	Section B, Part IV	1 = Strongly agree to 5 = Strongly disagree
5	Organization's performance	<ul style="list-style-type: none"> • Sales Growth • Competitive advantage • Return on investment 	Section B, Part V	1 = Strongly agree to 5 = Strongly disagree

2.6 Chapter Summary

The chapter presented theories related to the study, also the chapter reviewed literature related to the independent variables. The chapter conceptualized the independent and dependent variable and operationalized the variables.

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the design used in the research, the population, data collection methods and how data was analyzed.

3.1 Research Design

A descriptive survey design was used in this investigation. Descriptive research is a popular data collecting strategy in both quantitative and qualitative studies. This method enabled the study of responses to produce insights into the impact of strategic leadership on the performance of Kenyan airlines.

3.2 Target Population

The population consisted of the airline's whole management in Nairobi. All supervisory personnel, junior level managers, senior managers of the airline, and 270 employees comprise the management. As seen in table 3.1

Table 3. 1 showing target population

Category	Number
Top Management	8
Senior Management	13
Junior Management	20
Supervisory Staff	49
Staff	180
Total	270

3.3 Sample and Sampling Techniques

The study used a basic random sampling approach. A population is stratified in this case, and then random sampling is conducted. This approach is useful when the population has to be separated into homogeneous groups before doing simple random sampling. This strategy is preferred because it takes no part of the population into account while sampling, which considerably lowers sampling error (Mugenda, 2003).

The management was separated into segments from top management were stratified into five divisions in the sampling method.

Table 3. 2 showing sampling criteria.

Stratum	Population	Sample (30%)
Top Management	8	2
Senior Managers	13	4
Junior managers	20	6
Supervisors	49	15
Staff	180	54
Total	270	81

Source: Author (2022)

3.4 Data Collection Instruments

The data was gathered using a standardized questionnaire. The questionnaire included both open-ended and closed-ended questions that were delivered directly to the respondents, who were Nairobi-based employees. Section A focuses on general information about the responder and the organization, Section B on strategic leadership and performance-oriented initiatives, and Section C on the degree of organizational performance.

3.5 Pilot study

According to Mugenda & Mugenda (2003), pilot testing is vital since it aids in the validation of data gathering tools. The questionnaires were pre-tested on a small group of managers to assist them comprehend the rationale and significance of the study. Respondents in the pre-test were

recruited from other similar airlines with similar characteristics that were not included in the main research. The pilot was carried out to validate and evaluate the data gathering instrument. According to Bergman (2010), pilot studies are vital since they help to assess the dependability of data gathering tools. Cooper and Schindler (2011) define research reliability as establishing if the research actually measures what it was intended to measure or how accurate the research outcomes are. A pilot study was then done to determine if there were any flaws in the design and instruments, as well as to offer reliable data for sample selection 44. (Young, 2009). The construct validity approach was used to assess the questionnaire's validity. Mugenda & Mugenda (2003) define construct validity as the degree to which an instrument measures an intended construct.

3.5.1 Validity

The study was legitimate since it was conducted in a geographical region inside an airline that deals with cargo handling.

3.5.2 Reliability test

The researcher utilized the same data for the different groups of participants chosen for the pilot study who were not members of the team that collected the data. If the findings show that the majority of the components stayed consistent with the conclusions of the respondents, the findings were deemed to be accurate.

3.6 Data Collection Procedure

The information was gathered directly from the employees via questionnaires. The researcher sent questionnaires to employees in several departments, allowing them to complete them and then pick them up after a short amount of time.

3.7 Data Analysis and Presentation

The acquired data was displayed and evaluated using bar graphs and pie charts. Other people reading at the material and study work can easily understand the bar graphs and charts. For easy comprehension of the data acquired, the data was examined using relevant excel sheets and basic SPSS. The researcher studied the airline data and displayed it using graphics.

3.8 Ethical considerations

The researcher fulfilled the professional research rule that no responder be compelled to undertake and answer any questions, nor should the identity of the researcher and concept be

released before his agreement is obtained. The researcher made certain that she communicated the reason for the research to the respondents and hence only conducted the procedure with consenting respondents.

3.8.1 Informed Consent

The researcher ensured that the feedback from questionnaire respondents was collected freely by the respondent, and therefore the respondent was aware of the researcher's requirement for the procedure.

3.8.2 Voluntary Participation

The researcher made certain that he only sought replies from respondents who were willing and previously aware of the importance of the response.

3.8.3 Confidentiality

The researcher assured the respondents that the information they provided would only be utilized for research purposes, ensuring that they are convinced and offer accurate information.

3.8.4 Privacy

The researcher agreed to confirm that the material she gathered would be utilized solely for academic research purposes.

3.8.5 Anonymity

The researcher confirmed that the information acquired will not be revealed to other employees, management, or the general public. This was done to ensure that the respondents' and firm employees' confidentiality was safeguarded at all costs.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter involves the data collected and how it shall be analyzed by the researcher.

4.1 Presentation of Research findings

The findings of the research will be presented by pie charts and graphs as below

4.1.1 Response Rate

As indicated in Table 4.1 and figure 4.1, 58 of 81 questionnaires were returned correctly filled, representing a response rate of 71.6%. According to Mugenda & Mugenda (2008), a 50% response rate is satisfactory, 60% is good, and 70% or more is excellent. Furthermore, according to Kothari (2007), a response rate of more than 70% is extremely good and adequate for analysis.

Table 4. 1 showing response rate

Rate of response	Frequency	Percentage
Top Management	2	3.4
Senior Management	2	3.4
Junior Management	4	6.9
Supervisory staff	10	17.2
Clerical staff	40	69

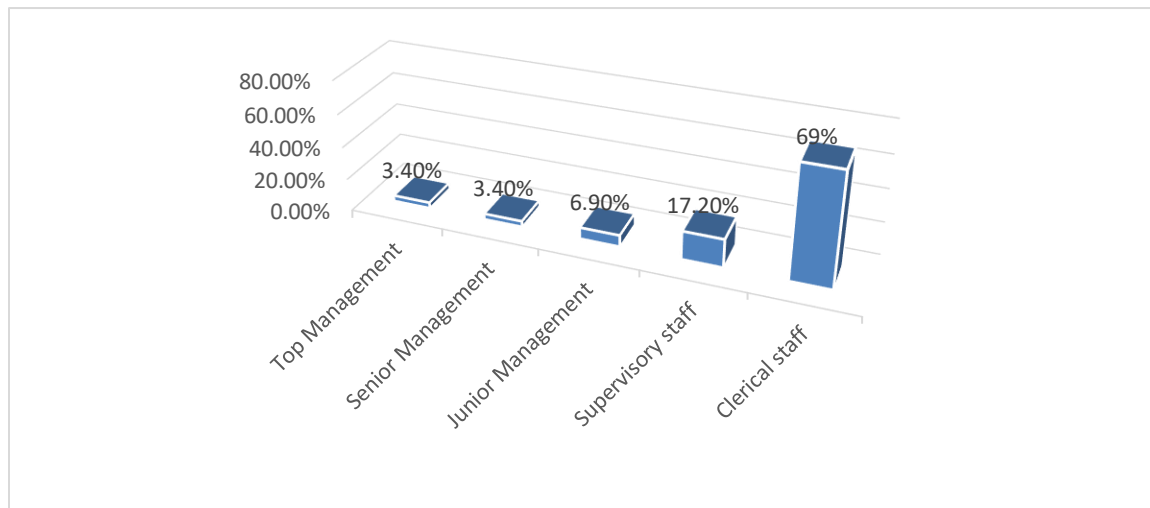


Figure 4. 1 showing response rate

4.1.2 Gender of respondents

Table 4.2 and figure 4.2 shows that of the 58 respondents who returned the questionnaires, 41 were males (70.7%) and 17 were females (29.3%).

Table 4. 2 showing gender of respondents

Gender of Respondents	Frequency	Percentage
Male	41	70.7
Female	17	29.3
Intersex	0	0

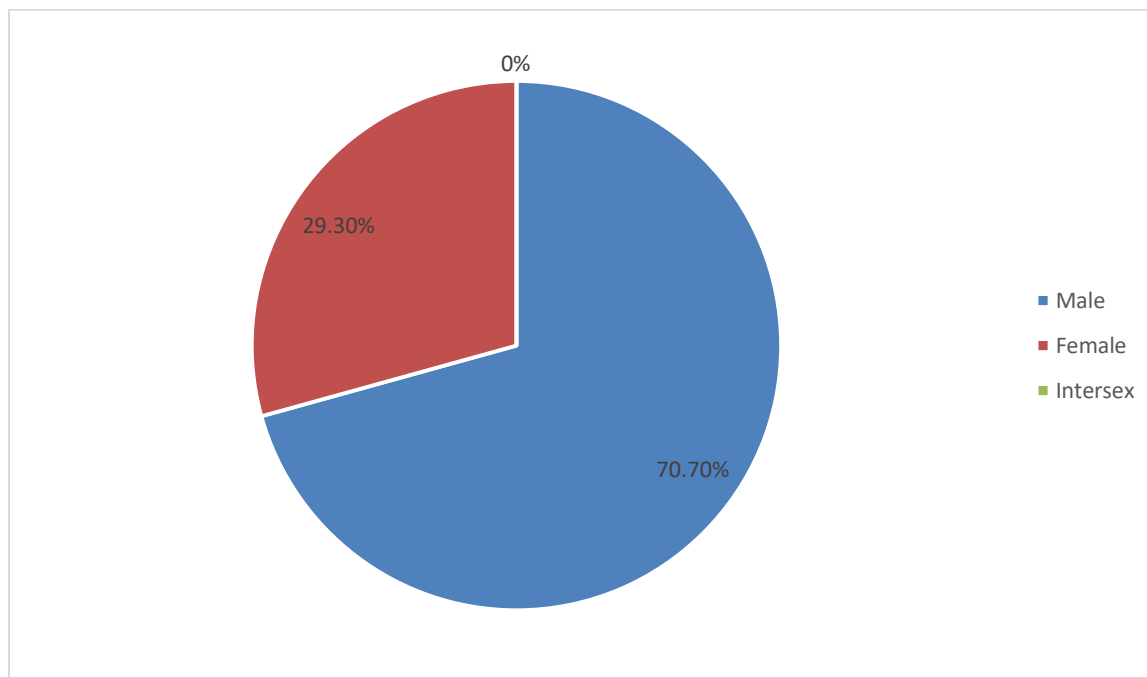


Figure 4. 2 showing gender of respondents

4.1.3 Age of Respondents

The ages of the respondents were examined in order to determine the specifics of the people conducting the survey. The respondents' ages are shown on table 4.3 and figure 4.3. The majority of responders were working-class and strong, with 41.67% being 31-40 and 35.42% being 41-50.

Table 4. 3 showing age of respondents

Age group	Frequency	Percentage
18-20	0	0
21-30	4	8.3
31-40	20	41.67
41-50	17	35.42
51-60	6	12.5
Above 60	1	2.08

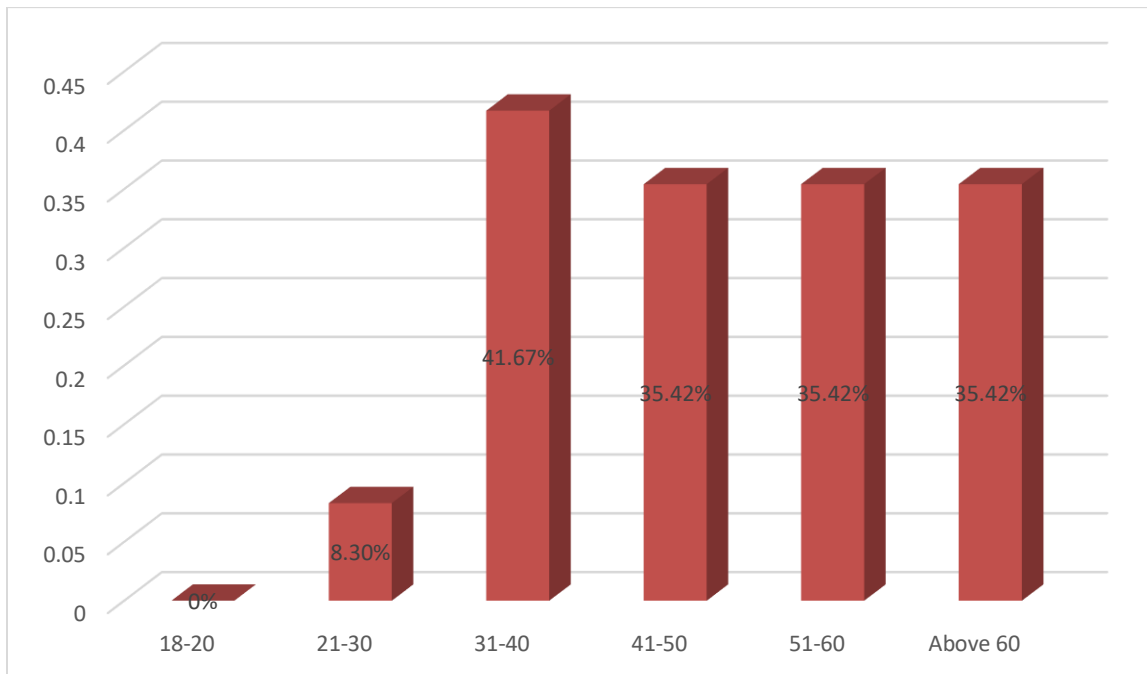


Figure 4. 3 showing age of respondents

4.1.4 The Department worked in

The replies came from six divisions as shown on tale 4.4 and figure 4.4, with Finance accounting for 24.1% (14 individuals), Commercial and customer services accounting for 22.4% (13) and Engineering accounting for 20.7%. (12). Other divisions included operations (13.8%, (8), human resources and development (10.3%, (6)), and the MD's office (8.6%, (5)). The specifics are important since crucial departments had employees answer to the questionnaire.

Table 4. 4 showing the department worked in

Department	Frequency	Percentage
Operations	8	13.8
Engineering	12	20.7
MDs office	5	8.6
Human Resource Development	6	10.3
Finance	14	24.1
Commercial & Customer Services	13	22.4

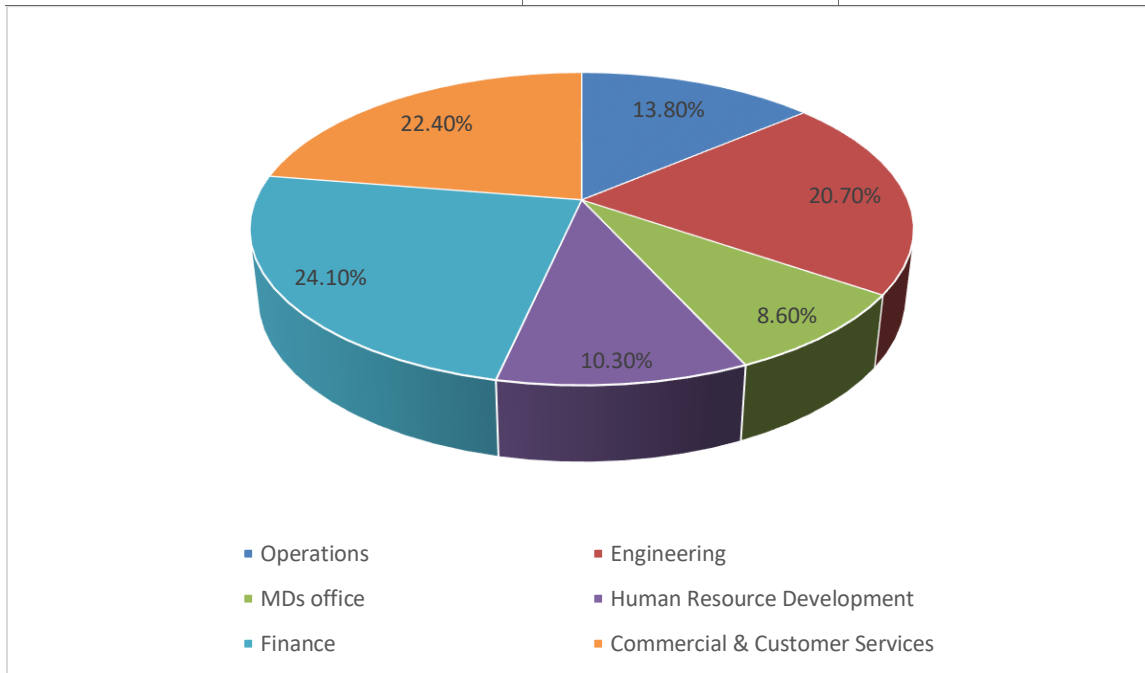


Figure 4. 4 showing the department worked in

4.1.5 Period Served in the Airline Industry

The period served in the airline industry is shown in Table 4.5 and figure 4.5, with the majority of respondents (31.03%) having served for a period of 11 to 15 years, followed by 25.86% who had served between 5 and 10 years, 24.13% representing those who had provided service for a period of 16 to 20 years, 10.34% representing those who had served over 20 years, and finally the least proportion (8.6%) representing those who had served less than 5 years. This meant that individuals questioned were well-versed in the sector and could supply the necessary information.

Table 4. 5 showing period served in the airline industry

Period	Frequency	Percentage
<5 years	5	8.6
5-10 years	15	25.86
11-15 years	18	31.03
16-20	14	24.13
Over 20 years	6	10.34

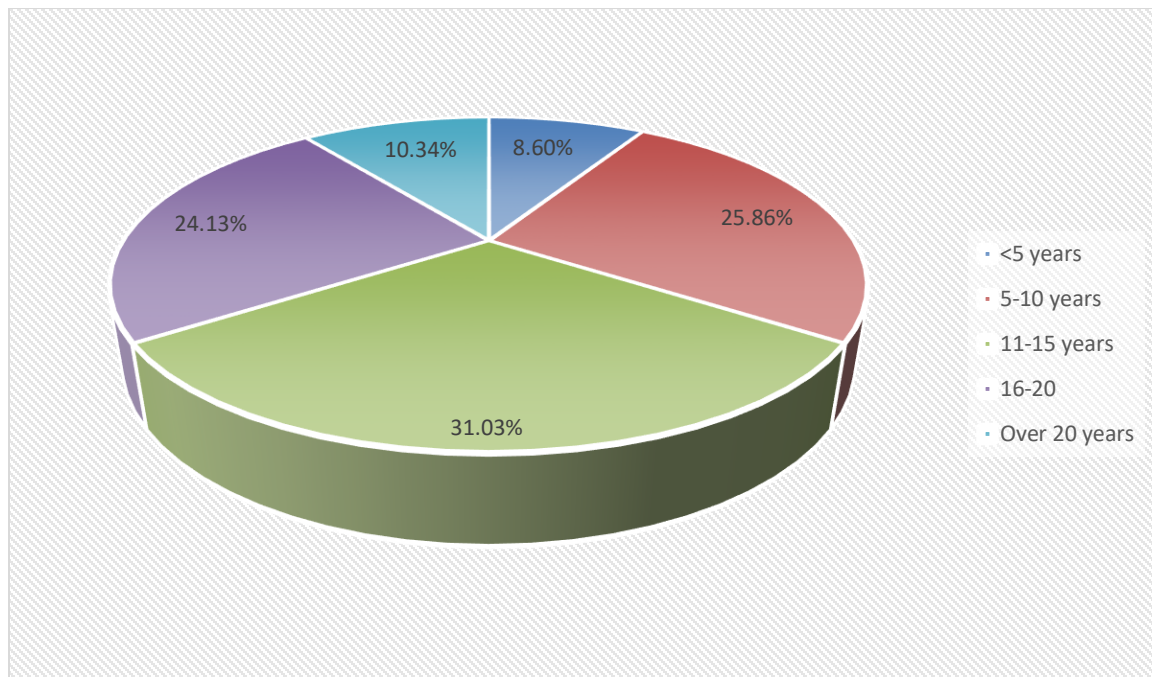


Figure 4. 5 showing period served in the airline industry

4.1.6 Highest Level of Education

The greatest level of academic accomplishment was also evaluated. The majority of respondents (51.72%) had a bachelor's degree, 27.59% had a diploma, and 17.24% had a master's degree. This suggests that the responders were highly educated, up to their jobs, and aware of what was expected of them at all levels. The percentage of how education was tested is shown in table 4.6.

Table 4. 6 showing Highest Level of Education

Education level	Frequency	Percentage
KCSE	1	
Diploma	16	
Bachelors	30	
Masters	10	
PhD	0	
Others	1	

4.1.7 Current Position held in the company

The staff categories and jobs are also included below. According to table 4.7 and figure 4.6, the majority of respondents were clerical employees, supervisory staff, junior management, senior management, and top management, with 3.4 each.

Table 4. 7 showing current position held in the company

Current Position	Frequency	Percentage
Top Management	2	3.4
Senior Management	2	3.4
Junior Management	4	6.89
Supervisory	10	17.24
Clerical Staff	40	70

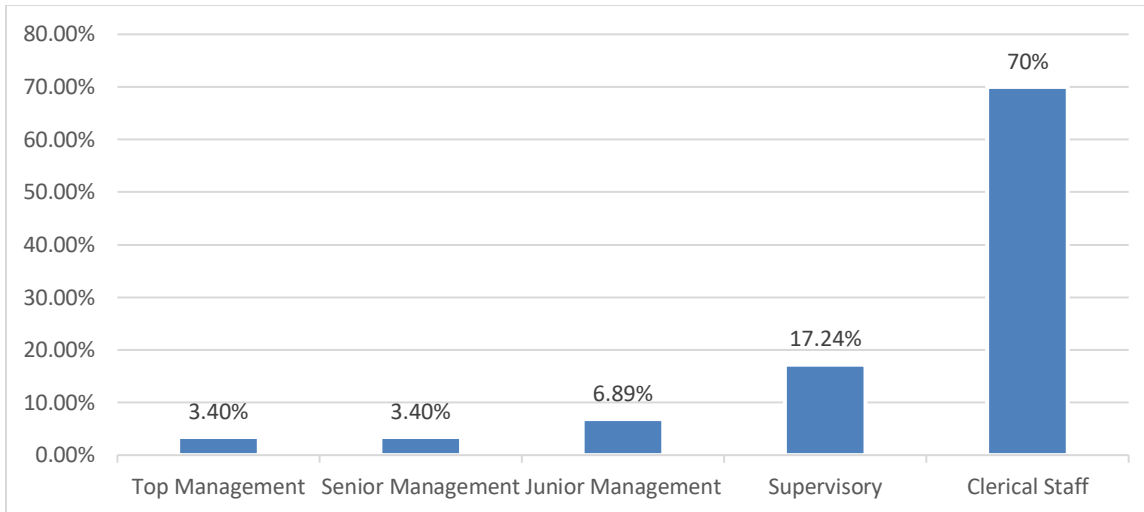


Figure 4. 6 showing current position held in the company

4.1.8 Approximate Annual Turnover

An estimate of annual turnover was also needed. All of the responders agreed on the yearly turnover range of the firm, which was between \$250 and \$500 million.

4.2 Descriptive Analysis

4.2.1 Strategic Leadership Skills

Table 4. 8 showing descriptive Analysis for Strategic Leadership Skills

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Strategic leadership skills are vital on the company's organization's performance	2%	5%	18%	35%	40%
2.	Conceptual skills that are possessed by a leader enhances performance of business strategies in the airline	10%	10%	15%	39%	26%
3.	Our company's leadership technical skills have been essential to organization's performance	0%	12%	18%	32%	38%
4.	Strategic management skills is a requisite for the leadership and as such helps to improve the organization's performance.	6%	10%	18%	36%	30%
5.	Executing strategies based on the analysis of leaders help in scanning the company's environment to finding gap between the current and desired state	3%	10%	10%	44%	33%

According to table 4.8, 40% respondents strongly agreed that strategic leadership skills are important on the performance of an organization, and 39% agreed that conceptual skills of a leader improves performance of business strategies in the airline. 38% of the respondents agreed that their r company leadership technical skills have been essential to organization's performance. Strategic management skills is a requisite for the leadership and helps to improve the organization's performance, according to 36% of the respondents and executing strategies based on the analysis of leaders help in scanning the company's environment to finding gap between the current and desired state, according to 44% of the respondents. Thus strategic leadership skills are important in airline firms' performance.

4.2.2 Leadership Conduct

Table 4. 9 Showing descriptive analysis of leadership conduct

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Leadership behavior during execution determines the success of strategic goals of our company	5%	5%	20%	35%	35%
2.	The leadership conduct has been instrumental in the organization's performance of your company	7%	2%	18%	40%	33%
3.	Leadership has been showing harmony with organization's performance teams and leads to success of business strategies	0%	8%	15%	37%	40%
4.	Leadership behavioral skills help during execution on our company	5%	3%	14%	48%	30%
5.	Leaders who lead by example can ensure effectiveness of organization's performance process in our company	0%	8%	35%	27%	30%

From the findings on table 4.9, 35% of the respondents agreed that leadership behavior during execution determines the success of strategic goals a company. Majority of the respondents 40% agreed that leadership conduct has been instrumental in the organization's performance of the company. The same respondents strongly agreed that leadership has been displaying cohesion with organization's performance players and leads to success of corporate strategies. Forty-eight percent of the respondents agreed that leadership behavioral skills help during implementation on their company and 30% strongly agreed that leaders who lead by example warrant efficacy of organization's performance process in the company. It was evident that leadership conducts play a major role in performance of airlines firms in Kenya.

4.2.3 Communication skills

Table 4. 10 Showing strategic analysis of communication skills

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Tailoring a message to suit a specific strategic team has led to the achievement of strategic goals	4%	10%	20%	36%	30%
2.	Direct communication between leadership and organization performance teams enable smooth strategic changes in our company	0%	10%	15%	45%	30%
3.	Communication skills during an execution process is a key ingredient that provides the connective link throughout an organization	3%	10%	14%	42%	31%
4.	Strategic leadership communication skills elicit execution teams' feedback and checks to see if the message was understood to meet the desired organization's performance	3%	6%	12%	38%	41%

As shown in table 4.10, tailoring a message to suit a specific strategic team has led to the achievement of strategic goals as supported by 36% of the respondents. Majority of the respondents 45% agreed that Direct communication between leadership and organization performance teams enable smooth strategic changes in a company and 42% agreed that communication skills during an execution process is a key ingredient that provides the connective link throughout an organization. Finally, the respondents (41%) strongly agreed that strategic leadership communication skills elicit execution teams' feedback and checks to see if the message was understood to meet the desired organization's performance. It was evident that communication skills play a major role in performance of airlines firms in Kenya.

4.2.4 Monitoring Process

Table 4. 11 showing descriptive analysis for monitoring process

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Our leadership directly participates in monitoring organization's performance	6%	3%	16%	39%	36%
2.	Monitoring organization's performance facilitates continuous improvement of strategies and determines the success of strategic goals in our company	6%	10%	8%	36%	40%
3.	It is the responsibility of leadership to put a monitoring system in place and analyze and make desired changes for the performance of our company.	0%	10%	10%	50%	30%
4.	The company leadership normally identifies group leaders amongst the staff to ensure that the execution team meets its desired strategic goals	4%	4%	10%	48%	34%

As per table 4.11, 39% of the respondents agreed that leadership directly participates in monitoring organization's performance and 40% strongly agreed that monitoring organization's performance facilitates continuous improvement of strategies and determines the success of strategic goals of the firm. It is the responsibility of leadership to put a monitoring system in place and analyze and make desired changes for the performance of our company, as per majority of the respondents and finally 48% agreed that company leadership normally identifies group leaders amongst the staff to ensure that the execution team meets its desired strategic goals. Thus, it was evident that monitoring process play a major role in performance of airlines firms in Kenya.

4.3 Limitations of the Study

The study has limitations, however because of the scope chosen by the researcher, the study is relevant to many consumers. The geographical location; the region, was the study's principal

constraint. The researcher's option was Martin Air, one of numerous airlines that operate in Kenya. It would also be necessary to conduct a cross-sectional survey of all Kenyan airlines, but the researcher chose a case study owing to funding restrictions and stringent time limits for the academic job. A rise in the number would demand an increase in response people as well as greater data accuracy. A larger population would imply a larger number of responders. The greater the sample size, the better the data interpretation.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

The study looked at the impact of strategic leadership on the performance of Kenyan airlines. This section includes a summary of the findings based on leadership characteristics such as strategic leadership abilities, leadership behavior, communication skills, and the monitoring process. The performance of the organization assessed was in terms of competitive advantage and sales growth. The conclusion is in line with the study's aims, and recommendations are made. Finally, opportunities for further research have been identified and indicated in the paper.

5.1 Summary of Findings

The study attempted to determine the impact of strategic leadership on organizational performance across Kenyan airlines. Based on the population answers, the independent factors consistently had a substantial influence on the organization's success. Previous research that sought to demonstrate the impact of strategic leadership on organizational performance had varying results depending on the setting and the analysis thereof. However, research in the Kenyan aviation sector highlighted the importance of leadership in organizational effectiveness.

5.2 Recommendations

The study's findings reveal that strategic leadership skills are required for an organization's success; hence, it is advised that the airline sector embrace strategic leadership skills that will aid in performance, particularly conceptual, technical, and strategic management abilities. Airline sector leaders must be perceptive in order to research their firm's surroundings and determine the current condition of their organization while strategizing for the desired state in the future. Furthermore, leaders require ongoing training to keep them up to date on the latest abilities. The airline sector is also strongly urged to offer frequent seminars and workshops to retrain and refresh managers on previously taught abilities, as well as to provide current updates on strategic management skills that are relevant globally. Leadership behavior has been discovered to be significant and completely relevant in the aviation industry's plan implementation. This suggests that airline executives should be at the forefront of encouraging good and ethical behavior, guaranteeing staff unity, and adopting practical leadership abilities in order to improve their chances of implementing a successful strategic plan. Managers should set a good example for their

execution team members to follow rather than telling them what, why, and when specific tasks should be completed. As a result of the leaders' clean ethical conduct and deeds, the Kenyan airline industry should be at the forefront of encouraging other industrial players to strive for excellence in their organization's performance in their industries and to expect nothing but the best industrial practices and services from other industrial players with whom they transact business in Kenya and around the world. Finally, as demonstrated by the study, these talents are very critical and important since they boost the likelihood of successful business plan implementation. It has been discovered that the monitoring procedure influences the organization's performance process in the aviation business. For seamless strategy change, the aviation sector should also embrace direct contact with members of the execution team, which might be accomplished through the use of routine briefings before the start of the day's work. Furthermore, industry leaders should provide a forum where they can receive feedback for checks and controls of information conveyed to the executing team on a regular basis, which could be accomplished by holding an interactive session in which team members are allowed to express their views on issues and challenges they encounter in their strategy execution duties.

5.3 Conclusions

In respect to the study's first aim, it is sufficient to infer that leaders must endeavor to acquire the necessary abilities to ensure the seamless execution of corporate objectives. The study demonstrated that leadership skills are critical for a leader to translate a well-formulated strategy into actions that produce the desired results in terms of competitive advantage, increased sales growth, and higher revenue returns, all of which contribute to Kenya Vision 2030 realization. In relation to the second objective of the study, a positive shift in the leaders' behavior leads in effective corporate performances, and therefore the firms' strategic goals are realized. Leadership behavior has been discovered to be both an instrument and a method of uniting team members in charge of plan implementation. The study's findings also show that leadership behavior serves as a foundation for encouraging subordinates to work hard toward desired strategic improvements that would otherwise not be realized if subordinates are demotivated. The findings of the study's third goal demonstrated that an effective monitoring process is a facilitator of successful strategy implementation, as the results exhibited a positive and substantial link. A careful examination of the monitoring process revealed that direct engagement by the leader and the selection of the impacted groups typically helps to guarantee that the schedule of the desired strategic goals is

reached. Continuous improvement is required during the monitoring process since it determines the achievement of the company's strategic goals. As a result, a leader must be able to monitor the system and assess the data collected in order to ensure a more efficient plan execution process. According to the study findings from the fourth aim, communication abilities influenced strategy execution favorably and considerably. Several communication aspects, including leadership capacity to customize messages for a specific strategic execution group, were recognized as having a significant effect during strategy execution. Notably, the capacity of the communication leader to encourage and accept feedback from the execution team to ensure that the correct message is decoded was discovered to be a critical component of the organization's effectiveness.

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APPENDIX I: INTRODUCTION LETTER

01st September 2022

To whom it may concern,

RE: RESEARCH PROJECT.

I am a student at the Management University of Africa, pursuing Diploma in International Relations and Diplomacy. I am currently carrying out a research on the **Influence of Strategic leadership on Organizational performance among airlines in Kenya**. This is a key requirement in partial fulfillment for the requirement for the award.

I am required to gather data from you and provide recommendations that will be useful to the aviation sector.

You were chosen as a participant/respondent in this study after completing the accompanying questionnaire. Please provide the most accurate answers possible to the questionnaire's questions.

Thank you in advance for your interest in taking part in this vital research.

Yours Faithfully,

Mary Atieno Odhiambo.

Appendix II QUESTIONNAIRE

The study intends to establish the role of strategic leadership on organization's performance among airlines in Kenya; 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 your gender?

Male Female Intersex Need not say

2. Respondents age group (in years)

18-20 21-30 31-40 41-50 51-60 Above 60

3. In which department(s) are you working in?

4. For how long have you been with the airline?

<5 years 5-10 years 11-15 years 16-20 years over 20 years

5. Highest academic qualification

KCSE Diploma Bachelor's degree Masters PhD

Others (*Specify*)-----

6. What is your current position (level) in the company?

Top management Senior Management Junior Management Supervisory staff

Clerical staff

7. What is the approximate annual turnover of the airline? (In Kenya Shillings)

Less than 50 million

- 50 million – 100 million
- 101 million – 250 million
- 251 million – 500 million
- 501 million – 750 million
- 751 million < I billion
- Over 1 billion

SECTION B

PART I Strategic Leadership skills

What is your opinion on the influence of strategic leadership skills on organization’s performance in the airline? 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 company.

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Strategic leadership skills are vital on the company’s organization’s performance					
2.	Conceptual skills that are possessed by a leader enhances performance of business strategies in the airline					
3.	Our company’s leadership technical skills have been essential to organization’s performance					
4.	Strategic management skills is a requisite for the leadership and as such helps to improve the organization’s performance.					
5.	Executing strategies based on the analysis of leaders help in scanning the company’s environment to finding gap between the current and desired state					

PART II Leadership Conduct

This part requires your opinion on the effect of leadership conduct on the organization's performance. 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 company.

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Leadership conduct during execution determines the success of strategic goals of our company					
2.	The leadership conduct has been instrumental in the organization's performance of your company					
3.	Leadership has been showing solidarity with organization's performance teams and leads to success of business strategies					
4.	Leadership behavioral skills help during execution on our company					
5.	Leaders who lead by example can ensure effectiveness of organization's performance process in our company					

PART III Communication Skills

This part aims to determine the effects of communication skills on the organization's performance. 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 company.

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Tailoring a message to suit a specific strategic team has led to the achievement of strategic goals					
2.	Direct communication between leadership and organization performance teams enable smooth strategic changes in our company					
3.	Communication skills during an execution process is a key ingredient that provides the connective link throughout an organization					
4.	Strategic leadership communication skills elicit execution teams' feedback and checks to see if the message was understood to meet the desired organization's performance					

PART IV Monitoring Process

This part aims to determine the effects of monitoring on the organization's performance. 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 company.

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Our leadership directly participates in monitoring organization's performance					
2.	Monitoring organization's performance facilitates continuous improvement of strategies and determines the success of strategic goals in our company					
3.	It is the responsibility of leadership to put a monitoring system in place and analyze and make desired changes for the performance of our company.					
4.	The company leadership normally identifies group leaders amongst the staff to ensure that the execution team meets its desired strategic goals					

Part V Organization's performance

Kindly indicate the average growth for the indicators of organization's performance in your company from 2018 to 2021. (Avoid 2020 due to Covid-19 pandemic).

Parameter		Year		
		2018	2019	2021
Return on Investment	Revenue			
	Profits			
	Dividends			
Sales Growth				

Role of leadership in organization's performance

S/No	STATEMENT	SD	D	N	A	SA
		1	2	3	4	5
1.	Strategic leadership skills influences organization’s performance success and enables our organization realize its strategic goals					
2.	Employing the right strategic leadership skills can enable our company gain a competitive advantage in the market					
3.	Leadership through monitoring process enables organizations to achieve their strategic goals hence increase in profits and dividends.					
4.	The role of leadership through the correct leadership conduct determines the success of organization’s performance in our airline.					

Any other comments

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Thank you for participating in this study.

**Appendix III Budget
Amount**

Budget

Concept note preparation	1,000
Research, internet and communication	4,000
Payment of research assistants	10,000
Dissemination costs	5,000
Data analysis on SPSS and excel	5,000
Miscellaneous expenses	5,000
Total	30,000

Appendix IV Work plan

