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STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF KENYA AIRWAYS

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ABSTRACT

Kenya Airways has faced losses for three years in a row from 2016 to 2019. The loss was experienced despite the increase in income. The decline in performance can be associated with inadequacies in their strategy implementation practices, which are important for the realization of their goals. This study sought to establish the impact of strategy implementation practices on the performance of Kenya Airways. The study specifically sought to establish the effect of stakeholder consultation on the performance of Kenya Airways and to analyze the effect of monitoring and control strategies on the performance of Kenya Airways. The study was guided by the following theories: Resource-Based View and Higgins 8-S Strategy Implementation Framework. The study used a descriptive survey research design. The study targeted 128 management-level employees at Kenya Airways. The study used Krejcie and Morgan (1970) formula to arrive at the sample size. The study sample size was 97 employees. The study used questionnaires as the tool for data collection. The questionnaire was self-administered using the drop-and-pick-up later technique. The questionnaire was piloted to a group of 9 managers who were excluded from the actual study. SPSS (version 22) was applied in analyzing quantitative data where descriptive statistics were computed and presentations done in percentages, means, SD, and frequencies. Displaying of the information was done in tables and figures. Pearson R correlation was used to measure the strength and the direction of the linear relationship between variables. Multiple regression models were fitted to establish the impact of strategy implementation practices on the performance of Kenya Airways. The study concludes that stakeholder consultation has a significant effect on the performance of Kenya Airways, and it also concludes that monitoring and control strategies have a significant effect on the performance of Kenya Airways. This study recommends that the management of Kenya Airways should ensure the adopted measures of staff performance are effectively implemented to enhance organizational performance.

Key Words: Strategy Implementation practices, Stakeholder Consultation and Monitoring and Control Strategies

Background of the Study

Government parastatals and corporations are very significant in the enhancement of socio-economic welfare of their citizens (Ong'onge, 2012). Globally, 20% of the investment from the state corporations, contributes to 5% of employment and more than 40% of the output in some countries (Wachira, Karanja & Iravo, 2018). They have continuously delivered services that are very critical to the economic development of any nation, which includes finance, utilities and natural resources. However, performance of some of the state corporation has been on the decline as they are not able to meet their set objectives and goals. According to Richards, Yeoh, Chong and Popovič (2019), the decline in performance can be associated with inadequacies in their strategy implementation practices which are important for the realization of their goals.

Strategy implementation involves a chain of mediations concerning organizational structures which touches on the key personnel actions and control systems which are very imperative in controlling performance to the desired outcome (Orangi, 2013). Implementation process converts plans into actions projects and ensures that such projects are affected in a fashion that meets the objectives that are to be achieved (Chang, 2016). Strategy implementation therefore addresses who, where, when and how desired goals and objectives can be executed for success (Obiero & Genga, 2018).

According to World Bank (2019), the field of strategic management is considered to be one of the most vital activities of any organization, since it encompasses the organization's entire scope of strategic decision-making. Through the strategic management process, it allows the organization to formulate sets of decisions, actions and measures collectively known as strategies that are subsequently implemented in order to achieve organizational goals and objectives (Niresh & Thirunavukkarasu, 2014). While the strategy is a road map for future direction and scope, implementation on the other hand translates these strategies into action (Edwards & Hulme, 2014).

Various authors have depicted strategy implementation practices in a variety of ways. The studies from Brinkschröder (2014); Waal and Heijden (2016); Akpa and Okwu (2011); Caroline, Harriet and Anne (2016); Yan (2014); Han and Hong (2016); Shukla and Oduor (2015); and Donkor (2017) present the strategy implementation practices as strategic management support, strategic leadership, strategic communication, resource allocation, strategy adjustment or change management, monitoring and evaluation, organization structure governance and human resource practices. The World Bank Group Strategy Guide (2018) centers on strategic management practices as strategic communication, strategic change management, monitoring and evaluation. Therefore, this study will adopt strategic management support, strategic communication, strategic change management, monitoring and evaluation as they are most substantial in the field of strategic management and as supported by the highlighted studies.

Strategic management support entails making decisions that affect everyone in the organization, and is held entirely responsible for the success or failure of the organization (Howsley, Gradt & Delgado, 2015). According to Powell, Waltz, Chinman, Damschroder, Smith, Matthieu and Kirchner (2015); Pathirage, Jayawardena and Rajapaksha (2012), strategic management support can be assessed through commitment, leadership and skills. For successful strategy implementation practices, good managerial skills are required together with leadership skills, people management skills, open minded thinking, perseverance and analytical skills (Chelang'at, 2014). With the required support from the management an organization can implement its strategies effectively and their performance will be competitive.

Strategic communication involves policy-making and guidance for consistent information activity within an organization (Yang, 2014). According to Shonubi and Akintaro (2016) effective communication is critical for success in the strategy implementation practices of any plan, whether an organizational strategic plan or a marketing or operational plan. In strategic communication, message development, or the process of creating key points or ideas, requires high levels of planning and research (Shonubi & Akintaro, 2016). These messages are targeted, or created with a specific audience in mind, and help to position an organ ization's communication goals with its structural goals. Effective communication systems have a great impact and direct effect on organization learning and innovation processes (Waal & Heijden, 2016). It can be evaluated through the communication channels available, the technologies used, and the feedback generated (Karanges, Johnston, Beatson & Lings, 2015).

Monitoring and evaluation strategy is a systematic and objective examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives (World Bank, 2018). Monitoring is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities (Christensen, Jantz & Lægreid, 2014). The idea in evaluating projects is to isolate errors in order to avoid repeating them and to underline and promote the successful mechanisms for current and future organizational plans. They involve periodic reviews, expenditure control and accountability measures (Grigorescu & Lupu, 2015; Mwaura, 2013).

The overall themes of strategic change are the integration of all institutional functions, adherence to broad organization goals and responsiveness to the external environment (Shukla & Oduor, 2015). Strategic change can be evaluated through technology adoption, organization restructuring, leadership change and product diversification (Atieno & Kyongo, 2015). Strategy change implemented in the state-owned corporations is purposely for improving the efficiency in public service delivery, service quality improvement, reducing resource usage, revenue collection improvement and streamlining the bureaucratic processes among other things (Atieno, 2017). With state corporations, the implementation of strategies can be evaluated for the success and the performance can also be determined.

Kyalo (2018) undertook a study to establish how strategy implementation influences performance in Kenya. The study identified the factors which contributed to successful strategy implementation to include: changing assumptions as the environment changes and upgrading the group's capabilities to meet the challenges of an ambitious strategy, strategic leadership, rewards and incentives, allocation of adequate resources to strategy and establishing strategy supportive policies. The study established that strategy implementation influences performance to a very great extent. The study revealed that strategy implementation is a critical factor in improving the performance of an organization.

Njoroge (2016) gave some measures that can be put into place to enable effective strategy implementation. He notes that putting strategic plan into actions, tests a manager's ability to manage organizational change, inspire people, strengthen the organizations competencies and capabilities, create a strategy-supportive work environment and meet set targets. Effective strategy implementation should devise internal action approaches, develop effective strategies to improve organizational performance, attain clarity of future direction, assign team work and expertise based on resources, deal effectively with organizational changes and uncertainties in external environment, processes and people and make appropriate choices and priorities (Oduor, 2018).

In Kenya, adequate research on the influence of strategy implementation on organizational performance is yet to be widely evident because most state corporations are still recuperating from poor organizational performance. Additionally, the continuous expansion has adversely affected strategy implementation because limited resources used in implementing the organizational strategies have to be shared with the new institutions making the resources more scarce (Omutoko, 2019). These institutions also face challenges in their strategy implementation due to the unpredictable nature of the interests from stakeholders affecting their long run performance. It is upon this basis that this study found its foundation and examines strategy implementation practices and performance of Kenya Airways.

Problem Statement

Kenya airways has faced losses for three years in a row from 2016 to 2019.In the financial year 2019/2020, Kenya airways experienced a widened loss of kshs 8.85 billion from shs 5.94 billion in fi nancial year 2018/2019, which is a 49 % increase in loss. The gross loss in financial year 2019/20 20 grew to 12.98 billion, a 71% percent further increase compared to shs 7.55 billion loss in the f/ y 2018/2019.The loss was experienced despite the increase in income to 128.3 billion in 2019 fro m Sh114.1 billion in 2018..The poor financial performance by Kenya airways was attributed to a n umber of factors resulting from poor strategy implementation (Kenya Airways, 2020).

The losses were attributed to the increase in operating costs which grew by 12.4 per cent to Sh129 .1 billion in 2019 compared to Sh114.8 billion in 2018.Additionally, profitability was constrained by the increased competition in the airline area of operation, which increased pressure on pricing i n order to remain competitive (Kenya Airways, 2020). The initiative to reduce the pricing was not a good strategy hence it led to the company inc urring losses. Despite the debt restructuring strategy that was conducted in 2016 in a bid to boost t he organization's profitability, the airline kept posting losses. Therefore, Kenya airways ought to make proper observations in the implementation of new strategies so as to tame their losses and i mprove their performance (World Bank, 2018).

A number of studies have been done by researchers both globally and locally with regards to strate gy implementation but most of them have presented little information with regard to strategy impl ementation practices and performance of financial and commercial state corporations. Globally, (Efendioglu & Karabulut, 2016) Analyzed the Impact of Strategic Planning on Financial Performance of Companies in Turk ey. The concept of the study was strategic planning which is narrow and it was carried out in a dif ferent context, Turkey. This study will analyze strategic implementation practices on a wider scop e in Kenya, hence both knowledge and contextual gaps are realized. (Chaimankong & Prasertsakul, 2018) Examined the Impact of Strategy Implementation on Performance of firms in the chemical i ndustry in Thailand. The study was carried out in a different context (chemical firms in Thailand). This study will focus on the Performance of financial and commercial state corporations in Kenya , hence a contextual gaps are realized.

Locally, (Chando, 2017) Conducted a study on the influence of selected determinants of strategy implementation on performance of parastatals in the energy sector in Kenya. The study focused on the performance o f the parastatals in the energy sector. This study will focus on the performance of financial and co mmercial state corporations in Kenya, hence Chando's study presents a contextual gap. (Murugi, 2015) Analyzed the impact of strategy implementation on performance at Kenya urban roads auth ority. The was carried out in different context, Kenya Urban Roads Authority. This study will focu s on the performance at financial and commercial state corporations in Kenya, hence contextual ga ps is realized. This study therefore, this study seeks to fill the knowledge and contextual gap from past studies listed above by analyzing the impact of strategy implementation practices on performa nce of financial and commercial state corporations in Kenya; a case of Kenya airways.

General Objective of the Study

The main objective of this study is to establish the impact of strategy implementation practices on performance of Kenya Airways.

Specific Objective of the Study

i. To establish the effect of stakeholder consultation on performance of Kenya Airways.
ii. To analyze the effect of monitoring and control strategies on performance of Kenya Airways.

Theoretical Review

Resource Based View

The Theory of Resource-Based View (RBV) postulates that resources owned by an organization are critical for a firm to su stain competitive advantage and superior performance (Barney 2002). King (2007) predicted that r esources possessed and managed by organizations are able to create a competitive advantage result ing in premium performance. The resources can be tangible such as raw materials, finances, real estate, computers; or intangible such as staff morale, reputation and patents (Mayer & Solomon, 2006). An organization's capacity is the ability of combining resources, people and processes to transform inputs to outputs. Makadok (2001) defines capabilities as special types of resources such as innovations and augmented customer service, specifically embedded and nontransferable, whose function is to improve the output of the other resources owned by the firm.

RBV explains the role played by resources possessed by an organization in differentiating it from other organizations in the industry through superior performance giving it competitive advantage (Baumol, Litan & Schramm, 2009). These different resources and capacities have positive implications on the performance of an organization. Organizations which allocate adequate resources to assets such as machinery, plant and equipment have a higher chance of premium performance than those that overlook such allocation (Ainuddin, Beamish, Hulland, & Rouse, 2007). Similarly, organizations that allocate resources to development of their personnel improve the human resources' skills and competencies. This in turn influences how decisions are made and implemented affecting the overall performance of organizations (Rose & Kumar, 2007). Allocation of financial resources such as money in hand and bank, stocks and other derivatives affects how a firm invests and even takes advantage of the new opportunities (Morgan, Kaleka, & Katsikeas, 2004). Intangible resources such as reputation of the products/services of the organization, its brand name and experience have significant implications on organization's activities. Capacities significantly affect an organization's performance and competitive ability (King, 2007). The organization must aim at allocating its resources at a cost-efficient and differentiated manner than its rivals for increased performance and eventually competitive advantage.

The RBV views organizational performance as the key component in gaining competitive advantage. The theory focuses on the following when determining the value of resources allocated in an organization: Firstly, competitive superiority which states that any resource that helps fulfill the customers' needs better than those of the competitor should be strategically allocated to customer-centered activities for synergy of performance (Mahoney & Pandian, 1992). Secondly, resource scarcity that states that any scarce resource should be sparingly allocated so that it can be sustained over time for continued organizational performance over the competitors who may not have access to the resource (Dierickx & Cool, 1989).

Thirdly, for long term competitive advantage, differentiating strategies can be implemented, when producing services such as programmes, so that competitors are not able to easily replicate; fourthly, inimitability that states that resources are allocated to ensure that unique aspects such as advanced practicals are inbuilt in the courses for better performance over competitors; resources should be allocated to research for the appropriateness of the institution's activities in the industry. Lastly, for rare, potentially value-creating and imperfectly imitable, an equally important aspect is non-substitutability (Dierickx & Cool, 1989). If competing organizations can counteract the value-creating strategies with a substitute, prices are lowered to the point of loss of competitive advantage causing overall poor organizational performance. The implementation of strategies should be based on the combination that uses organization resources more efficiently, and accumulate them in way to improve the firms' overall performance. The theory suggests that care and protection during allocation of the resources can improve the organization's performance (Crook, Ketchen, Combs & Todd, 2008).

This theory was relevant to this study because it explains the role played by resource availability in determining the organization performance. When the resources are available to key organizational activities, the organizational performance increased as well the competitive advantage of the institution.

Higgins 8-S Strategy Implementation Framework

This framework was developed by Higgins (2005) after his review of McKinsey's 7-S framework, the focus of this framework is the execution of administration strategies. The develo pment of 7-S strategy implementation framework which was done back in the 80s by Peters and Waterman, (1982). Their study that focused on “best run” firms in America, Peters and Waterman established that there are 7 entwined techniques that should be the main focus of managers during implementation of strategies in organizations. After his review of McKinsey’s 7-S model, Higgins (2005) added another S (Strategic performance) forming 8-S which is derived from the interaction of the 7-S in the original McKinsey’s 7-S’s framework. Higgins noted it is challenging for a company to effectively implement strategies without having to organize other assets like time, money, technology and information, one “S” for skills was replaced by Re-Sources.

According to Higgins, managers’ competent and effective performance is enabled by the 8-S’s framework which allows them to handle obligations across various functions and other undertakings that are linked with implementation of strategies. One perception of the model is that administrators who recognize that implementation of strategies is of great importance as formulation of strategies tend to spend most time in implementation of strategies which helps their organizations attain better performance.

Based on the 8-S’s framework, successful execution of strategies relies on lining up key mechanisms in an organization (8-S’s) with strategies the company intends to implement. Nonetheless, as a result of the dynamic environment and transformations observed in business environment it is important to constantly restructure strategies to be in line with transformations observed. This calls for constant readjustment of the 8-S’s components to ensure that they match the strategy in focus and this has proved to be the most challenging part for managers as they try to ensure that strategy implementation is successful. Because the components of the 8-S’s are interlinked, it is important for organizations administrators to always ensure that all the eight components orient with the created strategy so as to have successful execution of a strategy and enhance performance (Higgins, 2005).

The 8-S’s are strategy and purpose, structure, systems and processes, style, staff, resources, shared values, and strategic performance. According to Higgin’s model of 8-S’s, development of an organizational strategy is done with the focus of attaining a certain purpose. Consequently, any change made in the organizational purpose as explained in mission, vision, objectives and goals of an organization will require changes to be made in policies to ensure that the new purpose is accomplished. Organization structure according to the 8-S model comprises of 5-essentials; the job, authority line responsible for job performance, job groupings in an order allowing objective achievement, coordination technique used by managers in effective supervision of jobs and the span of control showing size of subordinates that can be under effective supervision of a manager. Success in a particular organization is informed by how well the organization is planned in relation to its business strategy.

System and processes according to the 8-S model are policies and procedures both formal and informal that are used by organizations to make sure that set objectives are achieved. The said policies and procedures make sure that there is successful execution of daily operations. Higgins (2005) explained that the application of these procedures is in different areas such as allocation of resources, HRM, planning, budgeting, quality control, technology and such other key organizational areas. Style in the 8-S’s model is mode of leadership that leaders show when they relate with organization’s stakeholders and employees. Style is concerned with how leaders treat their employees and other staff as they try to execute roles deigned for realization of organizations objectives (Higgins, 2005).

In this framework (8-S), staff are considered as an important manpower that assists a company in achieving its strategic purpose; this is because it defines the population required, their skills, background, character traits and aptitude. Furthermore, it focuses on areas relating with teaching of staff, development of career, employee promotion and payment (Higgins, 2005). Successful implementation of strategies by an organization requires adequate resources. It is significant for managers to make sure that the company can get full access to important resources like money, manpower, material, technology as well as other styles of management in the process of strategy implementation, (Higgins, 2005). The culture that an organization creates to ensure it successfully attains its strategic purpose relates with common values (Higgins, 2005). The values are commonly held and shared by organization's members (Higgins, 2005).

According to Higgin 8-S model, there is an interlink of strategy implementation components which is also supported by the general systems theory discussed in this study.. The model clearly shows the need to have constant realignment of organizations strategies to match the changes in the environment in order to ensure that strategies are workable and at the same time assist managers in detecting issues in the system and avoid any failures during the implementation of the said strategies (Higgins, 2005). This model of 8-S is important in this study because it explains almost all study variables. It underpins organization structure, staff, culture as the shared values, budget processes as well as management commitment as style. The framework goes a step further than mc-Kinsey's 7 s' model because it explains the way all the eight variables are closely interlinked. This model concurs explains that system's main objectives are attained when there is regular relationship between components allowing them to work together.

Empirical Review

Stakeholder Consultation on Performance

Bandeira-de-Mello, Marcon, and Alberton (2017) researched on performance effects of stakeholder interaction in emerging economies: evidence from Brazil. The study argued that interacting stakeholders in a contractual set yield synergistic governance structures that allow firms more efficient access to external resources. Using a sample of 267 firms in Brazil (secondary data), we explored different patterns in stakeholder contracting with community, government, top management, and employees. A three-stage analysis process was devised: cluster analysis, general linear model estimation and verification tests. Results suggest that stakeholder interaction has a positive impact on firm performance. The conjoint effect of government and community contracts was found to yield superior firm performance as they provide a basic structure for contracting with other interacting stakeholders.

Ayuso et al. (2017) conducted a study that sought to investigate whether engagement with different stakeholders promotes sustainable innovation in the organization. The study established that the firm's sustainable innovation orientation was dependent on the knowledge sourced from engagement with internal and external stakeholders. Schraeder and Self (2010) outlined four main potential benefits of engaging primary stakeholders such as employees, customers, and owners in developing a vision; when employees are involved in the creation and development of the company's vision then they will support future changes related to it.

Oganda (2016) did a study to investigate factors influencing sustainability of Safaricom foundation educational funded projects in Nairobi County whose main objective was to determine the influence of resource adequacy, influence of training and to determine the extent to which stakeholders' participation influences sustainability of Safaricom foundations educational funded projects. The study used descriptive research design. The study established that adequate resources ensure project sustainability. He recommended that there was a need to: analyse stakeholders' participation , involvement in projects, educate and empower the local communities on the sustainability projects, as sess the target beneficiaries and stakeholder capacity to handle and continue running of the projects.

According to Kandie et al., (2015) the content factors that affect strategy implementation include stakeholder involvement in strategy development and quality of strategy whereas contextual factors comprise of organization structure, organization culture, organization learning, strategic leadership and alignment of strategy to market conditions. The process covers operational planning, monitoring and review of progress, teamwork, resources allocation, people strategy fit, effective communication, strategic and management control systems and information resources. The factors that affect strategy implementation include organizational structure, culture, resources, top management commitment and communication (Mwangi, 2018).

Monitoring and Control Strategies on Performance

Idoro (2018) researched on the influence of the monitoring and control strategies of indigenous and expatriate Nigerian contractors on project outcome. The aim of this study was to establish whether the project monitoring and control efforts of the contractors contribute to an improved project outcome. The study's objectives are to compare the frequencies at which project monitoring and control strategies are used by Nigerian contractors and their influence on project outcome. A field survey was conducted using a sample of 86 contractors selected by stratified random sampling. The data were collected using structured questionnaires and analysed using the mean, t-test and spearman correlation test. The results of the study reveal that indigenous contractors carry out project control strategies more frequently than expatriate contractors. Furthermore, three of the eight monitoring and control strategies influence the project outcome, while the remaining strategies do not; this result indicates that while some of the strategies are effective, others are not. Contractors should thus ensure that their project monitoring and control efforts are directed towards improving the entire outcomes of their projects.

Kiage and Namusonge (2016) researched on the effect of monitoring, evaluation and risk management of projects on performance of firms in the telecommunication sector in Kenya. The research project general objective was to establish the effect of monitoring, evaluation and risk management practice of CSR project activities on the firm performance of Kenyan telecommunication sector. The study used purposive sampling selecting 14 telecommunication companies whose headquarters were located in Nairobi. The study targeted respondents from the project management office and ICT departments. The sample size was 56. The study used primary data as its source of information and questionnaires as the main instrument of data collection. Data collected was analyzed for descriptive statistics and inferential statistics using Statistical Package for Social Sciences version 20. Descriptive statistics was used to analyze qualitative data. From the findings, the study found out that risk management had a strong positive correlation with firm performance. The study sought to find the extent with which risk management practice affected firm performance. The study concluded that monitoring and evaluation had a strong positive correlation with firm performance. Overall, the study concluded that firm performance of companies in the telecommunication sector was affected by risk management practice, followed by evaluation practice and then by monitoring practice.

Atieno (2015) studied the influence of monitoring and control on the performance of constituency development fund projects: a case of Kisumu town east and Kisumu rural constituencies in Kenya. The study adopted census method in which 140 respondents from the CDF committee members in the two constituencies were interviewed. The data was collected through a self-administered structured questionnaire. The research instrument was validated through content related method and reliability through half-split criterion. The data collected was analyzed by descriptive statistics. Correlational analysis was conducted to determine the influence of monitoring and control on the performance of CDF projects. Descriptive statistics such as frequencies and percentages were used to describe the data and presented in form of tables. The study found out that influence of monitoring and control on the performance of constituency development fund projects. The study recommends that clear rules shoul d be enacted to specifically guide the project management committee on what is expected of them for better management practices.

Conceptual Framework

Kombo and Tromp (2009) indicated that a conceptual framework is an abstract or an overall idea t hat is generated from a particular instance. The conceptual framework shows the interrelationships among the independent variables and the dependent variables. It is the understanding of how the particular variables in a study connect with each other. In this study the conceptual framework pro vides an understanding of the independent and dependent variables. The independent variables are stakeholder consultation and monitoring and control strategies while the dependent variable is Kenya Airways. Figure 2.1 p resents the conceptual framework that will be used in this study.

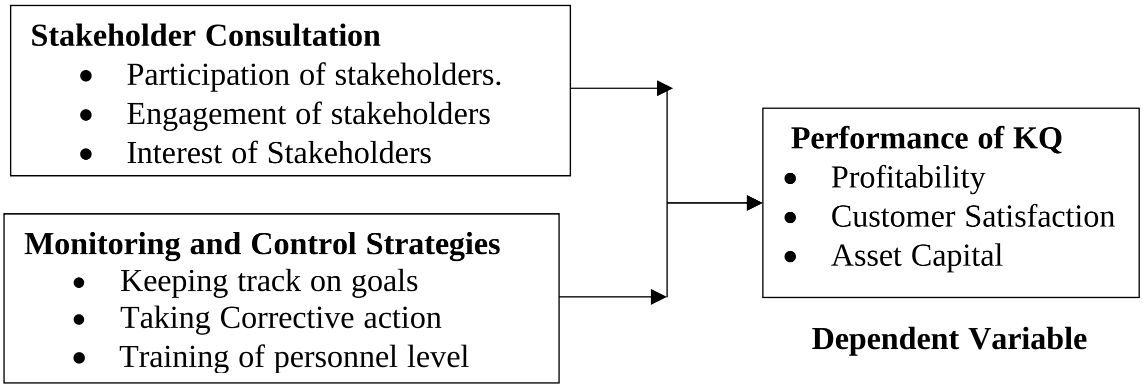

Figure 2.1: Conceptual framework

RESEARCH METHODOLOGY

Research Design

For this study, the study used a descriptive survey research design. Descriptive survey design enab les the researcher to summarize and organize data in an effective way (Kireru, 2018). It provides t ools for describing collections of statistical observations and reducing information to an understan dable form.

Mugenda (2018) define descriptive research as a process of collecting data in order to test hypothe sis or answer questions concerning the current status of the subjects in the study. This study will u se a descriptive research design since the design helps to understand the characteristics of a group in a given ther probe and research and help to make certain decisions (Sekaran, 2016). Further, according to Singh, *et al*,(2016) descriptive research design is suitable wh ere the study seeks to describe and portray characteristics of an event, situation and a group of peo ple, community or population which is the case adopted in this study. It is therefore best suited to establish the impact of strategy implementation practices on performance of Kenya Airways.

Target Population

Target population is the entire set of individuals (or objects) having the same characteristics as poi nted out in the sampling criteria used for the study (Quinlan, 2017). The study targeted manageme nt level employees at Kenya Airways. According to Kenya Airways HR (2020), there are 128 man agement level employees. The management level employees were selected because they are the ke y decision makers within the organization.

Table 3. 1: Target Population

ategory	**requency**	**ercent**
op Management	5	2.5
Iiddle Level Management	8	9.7
ow Level Management	4	7.8
otal	**28**	**00**

Source, Human Resource Records (2020)

Sample Size and Sampling Technique

A sampling frame is a list used to define a study population of interest. The sampling frame defines a set of elements from which a study can select a sample of the target population (Kothari, 2018). The sampling frame for this study was the list of management level employees at Kenya Airways. It is from this list that the study sample was selected from.

Sampling as described by Geteria, (2012) is the process of choosing the units of the target population which are to be included in the study in such a way that the sample of selected elements represent the population. The study used Krejcie and Morgan (1970) formula to arrive at the sample size. The selection formula was as follows:

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

Where n= the required sample size

N = is the Target Population (128)

e = accuracy level required. Standard error = 5%

Sample calculation

$$n=\frac{128}{1+(127)0.05^2}$$

n=97.15

n=97 respondents

According to Mugenda and Mugenda, (2018), a population sample of between 10-30% is enough representation of the characteristics of the target population. As stated by Walpole, and Myers (2006), a sample is derived from a subdivision of the populace that is being reviewed. The sample details elements that are picked from the accessible population. The size of the sample sought to represent effectiveness, representativeness, dependability plus flexibility of the entire population. The study sample size was 97 employees, which represented 75.78% of the entire population. Stratified random sampling was applied to get the respondents. The study then used simple random sampling to select respondents from each stratum. In simple random sampling, every respondent has an equal chance of participating in the study.

Table 3. 2: Sample Size

ategory	**Frequency**	**Sample Size**
op Management	16	12
Iiddle Level Management	38	29
ow Level Management	74	56
otal	**128**	**97**

Source: Author (2021)

Data collection Instruments

The study used questionnaires as the tool for data collection. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Mugenda & Mugenda, 2018). The questionnaire, comprised of both open and closed ended questions. This allowed the collection of both qualitative and quantitative data.

Data Analysis and Presentation

After all the data collections, data cleaning was done in order to determine inaccurate, incomplete, or unreasonable data and then improve the quality through correction of detected errors and omissions. After cleaning the data was coded and entered for analysis. Collected data was analyzed using both quantitative and qualitative techniques. In qualitative technique, the researcher performed content analysis on the findings collected from the open-ended questions and presented in prose form. SPSS (version 22) was applied in analysing quantitative data where descriptive statistics was computed and presentations done in percentages, means, SD and frequencies. Displaying of the information was done in table and figures. To facilitate this, responses were tallied, percentages of variations computed and data described and interpreted in line with study's objectives and assumptions.

Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. The bigger the correlation coefficient R, the stronger the association be between two variables. The values were interpreted between 0 (no relationship) and 1.0 (perfect relationship). The relationship was considered small when $r = \pm 0.1$ to ± 0.29, while the relationship was considered medium when $r = \pm 0.3$ to ± 0.49, and when $r = \pm 0.5$ and above, the relationship was considered strong.

Multiple regression models were fitted to the data in order to test the influence of the independent variables on the dependent variable. The study adopted multiple regression models at 5% level of significance to establish the strength and direction of the relationship between the independent variables. It was used to establish the impact of strategy implementation practices on performance of Kenya Airways. The equation was expressed as follows:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon}$$

Where; **Y** = Performance of Kenya Airways
$\mathbf{X_1}$ = StakeholderiConsultation
$\mathbf{X_2}$= MonitoringiandiControliStrategiesi
ε= Error term
β_0=Beta constant

β_{1-4} = the beta coefficients of independent variables

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Descriptive statistics entails measures of central tendency (mean), measures of dispersion (standard deviation), frequencies and percentage (Stokes & Wall, 2017). This study used descriptive statistics with the help of Statistical Package for Social Sciences to analyze the study variables.

Stakeholder Consultation and Performance of Kenya Airways

The first specific objective of the study was to establish the effect of stakeholder consultation on performance of Kenya Airways. The respondents were requested to indicate their level of agreement on various statements relating to stakeholder consultation and performance of Kenya Airways. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.1.

From the results, the respondents agreed that the company encourages Bottom-up management style where lower management staff articulate issues to the top management. This is supported by a mean of 3.876 (std. dv = 0.894). In addition, as shown by a mean of 3.719 (std. dv = 0.945), the respondents agreed that strategic plan document is shared across the organization and all staff members have access to it. Further, the respondents agreed that management organizes special sessions to disseminate the strategic plan in the organization. This is shown by a mean of 3.701 (std. dv = 0.908). The respondents also agreed that the company conducts PESTEL (Politic al, Economic, Social, Technological, Environmental, and Legal) analysis during strategy impleme ntation. This is shown by a mean of 3.675 (std. dv = 0.875).

From the results, the respondents agreed that there is adequate communication of the organization objectives to all stakeholders. This is supported by a mean of 3.596 (std. dv = 0.865). Further, as s hown by a mean of 3.561 (std. dv = 0.776), the respondents agreed that the top management seek views and opinion from other stakeholders during strategic planning and implementation process. The respondents also agreed that long term and short term goals are set in every department for th e achievement of the strategic plan. This is shown by a mean of 3.508 (std. dv = 0.611).

Table 4. 1: Stakeholder Consultation and Performance of Kenya Airways

	Me	**Std. Devi**
There is adequate communication of the organization objectives stakeholders		
Strategic plan document is shared across the organization and all staff me have access to it		
Long term and short term goals are set in every department for the achiev of the strategic plan		
Management organizes special sessions to disseminate the strategic plan organization		
Top management seek views and opinion from other stakeholders during st planning and implementation process		
The company conducts PESTEL (Political, Economic, Social, Technol Environmental, and Legal) analysis during strategy implementation		
The company encourages Bottom-up management style where management staff articulate issues to the top management		
Aggregate		

Monitoring and Control Strategies and Performance of Kenya Airways

The second specific objective of the study was to analyze the effect of monitoring and control strategies on performance of Kenya Airways. The respondents were requested to indicate their level of agreement on various statements relating to monitoring and control strategies and performance of Kenya Airways. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 4.2.

From the results, the level of specialization at the organization has influenced the implementation of various strategies. This is supported by a mean of 3.859 (std. dv = 0.885). In addition, as shown by a mean of 3.905 (std. dv = 0.981), the respondents agreed that the management encourages participation approach on running project activities. Further, the respondents agreed that KQ has put in place a process by which managers are able to assure that resources are obtained and used effectively and efficiently in the accomplishment strategy implementation. This is shown by a mean of 3.768 (std. dv = 0.905). The respondents also agreed that top management takes a leading role in management of strategies. This is shown by a mean of 3.700 (std. dv = 0.605). From the results, the respondents agreed that the organizational structure at KQ facilitates strategy implementation. This is supported by a mean of 3.786 (std. dv = 0.897).

Table 4. 2: Monitoring and Control Strategies and Performance of Kenya Airways

	Mean	Std. Deviation
KQ has put in place a process by which managers are able to assure that resources are obtained and used effectively and efficiently in the accomplishment strategy implementation	3.768	0.905
The level of specialization at the organization has influenced the implementation of various strategies	3.859	0.885
Top management takes a leading role in management of strategies	3.700	0.605
The management encourages participation approach on running project activities	3.905	0.981
The organizational structure at KQ facilitates strategy implementation	3.786	0.897
Aggregate	**3.869**	**0.867**

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (performance of Kenya Airways) and independent variables (stakeholder consultation, and monitoring and control strategies).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (stakeholder consultation, and monitoring and control strategies) and the dependent variable (performance of Kenya Airways) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4. 3: Correlation Coefficients

		Organizati Performar	Stakeholc Consultat	Monitoring Ar Control Strateg
Organization Performance	Pearson Correlation			
	Sig. (2-tailed)			
	N			
Stakeholder Consult	Pearson Correlation			
	Sig. (2-tailed)			
	N			
Monitoring And C Strategies	Pearson Correlation			
	Sig. (2-tailed)			
	N			

The results revealed that there is a very strong relationship between stakeholder consultation and the performance of Kenya Airways (r = 0.834, p value =0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Awuor (2019) that there is a very strong relationship between stakeholder consultation and organizational performance.

The results also revealed that there was a very strong relationship between monitoring and control strategies and performance of Kenya Airways (r = 0.911, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the results of Draganidis, and Mentzas (2016) who revealed that there is a very strong relationship between monitoring and control strategies and organizational performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (stakeholder consultation, and monitoring and control strategies) and the dependent variable (performance of Kenya Airways)

Table 4. 4: Model Summary

Model	R	R Squar	Adjusted R Squar	Std. Error of the Estimat
1				.

a. Predictors: (Constant), stakeholder consultation, and monitoring and control strategies

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.884. This implied that 88.4% of the variation in the dependent variable (performance of Kenya Airways) could be explained by independent variables (stakeholder consultation, and monitoring and control strategies).

Table 4. 5: Analysis of Variance

Model		Sum of Square	d	Mean Squa	F	Sig
	Regression	1[illegible]		[illegible]	[illegible]	
1	Residual	[illegible]				
	Total	1[illegible]				

a. Dependent Variable: performance of Kenya Airways

b. Predictors: (Constant), stakeholder consultation, and monitoring and control strategies

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 197.95 while the F critical was 2.478. The p value was 0.001. Since the F-calculated was greater than the F-critical and the p value 0.001 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of stakeholder consultation, and monitoring and control strategies on performance of Kenya Airways.

Table 4.6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.139	0.041		3.390	0.001
	stakeholder consultation	0.387	0.112	0.384	3.545	0.003
	monitoring and control strate	0.379	0.104	0.380	3.663	0.002

a Dependent Variable: Performance of Kenya Airways

The regression model was as follows:

$Y = 0.139 + 0.387X_1 + 0.379X_2 + \varepsilon$

The results revealed that stakeholder consultation has significant effect on the performance of Kenya Airways, β1=0.387, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings conform to the findings of Awuor (2019) that there is a very strong relationship between stakeholder consultation and organizational performance.

In addition, the results revealed that monitoring and control strategies has significant effect on performance of Kenya Airways β1=0.379, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the results of Draganidis, and Mentzas (2016) who revealed that there is a very strong relationship between monitoring and control strategies and organizational performance.

Conclusions

In addition, the study concludes that stakeholder consultation has a significant effect on performance of Kenya Airways. Findings revealed that participation of stakeholders, engagement of stakeholders and interest of Stakeholders influence performance of Kenya Airways.

The study also concludes that monitoring and control strategies have a significant effect on performance of Kenya Airways. Findings revealed that keeping track on goals, taking corrective action and training of personnel level influence performance of Kenya Airways.

Recommendations

In addition, the study found that stakeholder consultation has a significant effect on performance of Kenya Airways. This study therefore recommends that the management of Kenya Airways should put into considerations the inputs of all stakeholders when making critical decisions affecting the organization

The study also found that monitoring and control strategies have a significant effect on performance of Kenya Airways. This study therefore recommends that the management of Kenya Airways should ensure they keep accurate track on their goals and implement corrective actions as well as regular training for their staff.

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