

LINKING STRATEGY IMPLEMENTATION TO SERVICE DELIVERY: INSIGHTS FROM THE KENYA CIVIL AVIATION AUTHORITY

Ezekiel Mwamure Wanje.

Department of Business Administration, School of Business, Kenyatta University, Kenya.

Anne Muchemi (PhD).

Department of Business Administration, School of Business, Kenyatta University, Kenya.

©2025

International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374

Received: 2nd September 2025

Published: 16th September 2025

Full Length Research

Available Online at: https://iajournals.org/articles/iajhrba_v5_i1_212_228.pdf

Citation: Wanje, E. M., Muchemi, A. (2025). Linking strategy implementation to service delivery: insights from the Kenya Civil Aviation Authority. *International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374*, 5(1), 212-228.

ABSTRACT

The Kenya Civil Aviation Authority (KCAA) plays a crucial role in driving economic development by regulating aviation service providers to ensure safe and efficient air transportation. Its responsibilities include overseeing airlines, aerodrome management authorities, and airspace management companies. Additionally, KCAA facilitates foreign investment through the licensing of foreign airlines and regulating international aviation activities. The aviation industry also significantly supports tourism and cross-border cargo trade, generating employment opportunities across various sectors. Despite its essential contributions, KCAA faces service delivery challenges, including customer satisfaction, efficiency, cost-effectiveness, and reliability. This research examined how strategy implementation practices within KCAA affect service delivery, focusing on leadership, organizational culture, resources, and communication. The study employed the Servqual model, supplemented by theories such as the resource-based view, Traits theory, and cultural leadership, utilizing a descriptive research design targeting all 614 permanent employees of KCAA. A sample of 141 employees and five customers was selected, with data collected through semi-structured

questionnaires. Prior to full deployment, the questionnaire was pilot-tested with seven employees, achieving an aggregate alpha score of 0.822, confirming its reliability. The collected data was analyzed using SPSS for both descriptive and inferential insights. The results indicated strong associations between the studied variables, with correlation values exceeding 0.73. Additionally, a significant positive effect was observed between strategy implementation factors and service delivery, with beta coefficient values ranging from $\beta = 0.197$ to $\beta = 0.451$. The study concluded that strategy implementation practices at KCAA influence service delivery by 62.9%, with organizational culture having the most significant impact, followed by resources, communication, and leadership. Based on these findings, the research recommends that KCAA should advocate for additional resources and ensure their efficient utilization. Leaders should undergo further training to foster a positive workplace culture, and the Authority should invest in advanced technologies for streamlined communication. Implementing these recommendations will enhance service delivery, ultimately strengthening KCAA's role in the aviation sector.

Keywords: Strategy Implementation, Service delivery, Civil Aviation.

INTRODUCTION

Global competition continues to rise, prompting organizations to focus on product and service quality to gain a competitive edge (Bibi & Aurangzeb, 2021). Service quality is characterized by effective, responsive, and cost-efficient delivery to customers (Mbura & Odollo, 2022). Strategy implementation plays a central role in ensuring quality output, relying on managerial processes, workforce capabilities, organizational structures, and resources (Brorström, 2023). Strategic alignment fosters a culture that prioritizes customer satisfaction and continuous improvement (Kamandi, Kinyua & Muchemi, 2021). Additionally, resource allocation, leadership support, and operational management contribute to successful strategy execution (Suri, 2022).

Service-based organizations prioritize performance factors such as timeliness, responsiveness, and service reliability to maintain market competitiveness (Garaba, 2022). Leadership is a critical determinant of strategic implementation success. The ability of leaders to communicate vision, align teams, and motivate employees significantly influences how well strategies are executed. (Nzomo & Muchemi, 2019) Management must align organizational processes to customer needs for high-quality service delivery. However, various challenges—such as inadequate resources, poor communication systems, leadership issues, and technological limitations—hinder effective strategy implementation (Enwereji & Uwizeyimana, 2019). Overcoming these obstacles strengthens service performance (Suri, 2022).

Globally, the aviation industry is regulated by the International Civil Aviation Organization (ICAO), but is faced with disparities in compliance due to economic variations across regions (Milde, 1998). ICAO's "no country left behind" strategy aims to create uniform standards worldwide (Bliss, 2019). Successful airlines in different parts of the world use strategic planning to adapt to market changes. In Asia, Malaysian carriers leverage on leadership roles (Kok & Siripipatthanakul, 2023). In U.S.A, aviation companies integrate e-commerce for operational efficiency (Florido-Benítez, 2023). Others like Turkish Airlines improved their market share through strategic air transport management (Dursun, 2023), while AirAsia navigated the pandemic by implementing diversification strategies (Nair et al., 2021).

Regionally, in Africa, the African Civil Aviation Commission (AFCAC) monitors aviation safety and security, however, varying airline capabilities create challenges in enforcing uniformity. AFCAC introduced the Single African Air Transport Market (SAATM) strategy to address these disparities (Samunderu, 2023). Regional Airlines like Nigerian airlines struggle with infrastructure, financing, governance, and management inefficiencies, affecting service delivery (Sylva & Amah, 2021) while South African carriers enhance competitiveness by investing in modern technology and workforce up-skilling (Aigbavboa, Ebekozien & Mkhize, 2023).

In Kenya, aviation is operated under ICAO and AFCAC guidelines, with the Kenya Civil Aviation Authority (KCAA) regulating the industry (Nyaga, 2021). Locally, airlines experience weak performance due to financial constraints and strategy execution failures

(Anene, 2021). Implementing effective strategies depends on organizational structure, culture, resources, partnerships, and innovation. Consultation with stakeholders and using performance targets improves industry outcomes (Mati & Atikiya, 2022). High-performing airlines achieve strong market presence, hence attain profitability, and regulatory compliance (Farah, Munga & Mbebe, 2018).

Most Kenya government entities use strategy implementation to improve service quality. Efficient strategies enhance resource utilization, process optimization, stakeholder engagement, and continuous improvement (Brorström, 2023). In commercial aviation, service quality influences strategic success, and involves having robust management, systems, and operational practices optimized for effective service delivery.

Statement of The Problem

The Kenya Civil Aviation Authority (KCAA) plays a crucial role in regulating and overseeing aviation operations to ensure aviation safety, enhance economic growth and development (Kalonda & Govender, 2021). KCAA contributes to Kenya's Vision 2030 agenda by facilitating the movement of cargos, people, and other air operations. However, despite its importance, KCAA faces significant challenges, including limited access to resources, communication inefficiencies, leadership issues, and structural weaknesses (Kasire & Njuguna, 2021). These challenges raise concerns about the authority's ability to uphold safety standards, particularly given incidents such as the temporary ban of Kenyan airlines in Tanzania and some aircraft accidents involving Kenyan aircraft, in Somalia. Similar challenges affect aviation regulators elsewhere, including China, where demand has exceeded airspace capacity (Dong & Ryerson, 2019), and Nigeria, where poor management and political interference hinders safety (Ijoko, Ogbaji, & Simon, 2022).

Studies on strategy implementation and service delivery have been conducted in various sectors. Suri (2022) found that ineffective execution of strategy led to poor performance in India's e-government agricultural projects. This study had contextual gaps with respect to service delivery. Mudara and Mafini (2022) examined women-owned SMEs in South Africa, revealing that while operational strategies were weak, corporate strategies improved financial performance. In Kenya, Mati and Atikiya (2022) reported that aviation industry performance improved through stakeholder consultation and performance targets. Given declining service delivery and identified research gaps, this study examined how strategy implementation practices impacted service delivery at KCAA. Addressing leadership, communication, and resource challenges are considered to be essential steps in enhancing operational efficiency and ensuring sustainable growth in Kenya's aviation sector.

LITERATURE REVIEW

The study used the SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry in 1985, is a multi-dimensional research instrument designed to capture consumer expectations and perceptions of service quality. The model comprises 22 items that are grouped into five dimensions: reliability, tangibles, responsiveness, assurance, and empathy. These dimensions collectively represent the quality of services as perceived by consumers. The model operates

on the principle of expectancy and disconfirmation, where service quality is assessed based on whether consumer expectations are met or exceeded. Reliability is a measure which assesses the ability of an organization to provide accurate and dependable services. For instance, in the aviation industry, organizations like the Kenya Civil Aviation Authority (KCAA) need to ensure their services are reliable to meet customer expectations. Dimension of tangibles involves the physical aspects of service delivery, such as facilities, equipment, and personnel, which impact customer perceptions. Responsiveness dimension measures the willingness and ability of staff to provide prompt services. While assurance dimension involves conveying trust and confidence in the services provided. Empathy dimension focuses on caring and personalized attention to customers. The SERVQUAL model helps organizations like KCAA improve service delivery by aligning their processes with these five dimensions, thereby enhancing customer satisfaction.

The Traits Theory of Leadership, rooted in the work of Allport and Odbert (1936), posits that certain inherent traits distinguish leaders from non-leaders. The theory categorizes traits into three types: cardinal traits, central traits, and secondary traits. Cardinal traits dominate an individual's behavior, central traits are inherent in everyone but vary in degree, and secondary traits emerge in specific situations. Emergent traits are hereditary traits such as self-confidence and intelligence, while effectiveness traits are learned traits such as charisma and effective communication. The theory suggests that great leaders possess specific characteristics like flexibility, assertiveness, creativity, decisiveness, and emotional intelligence. Leaders at KCAA, for instance, need to exhibit these traits to effectively guide the organization and improve service delivery.

Graves' Cultural Leadership Theory, proposed by Graves (1972), explores the impact of organizational culture on leadership and service delivery. The theory identifies four types of organizational cultures: pharaonic, barbarian, presidential, and monarchical. Pharaonic culture is ego-driven and bureaucratic, characterized by status and rituals. Barbarian culture is anti-bureaucratic, marked by fear and uncertainty. Presidential culture is democratic, inclusive of all perspectives and voices. Monarchical culture is dominated by absolute authority, often stifling innovation and creativity. The theory emphasizes that the characteristics of leaders shape the organizational culture, which in turn influences service delivery. For KCAA, adopting a suitable organizational culture can enhance the quality of its services.

The Resource-Based View (RBV) Theory, attributed to Penrose (1959) and advanced by Wernerfelt (1984), focuses on the strategic use of organizational resources to achieve sustainable competitive advantage. The theory posits that not all resources create value; only those that are rare, inimitable, unique, and valuable contribute to a firm's success. Key resources include partnerships, knowledge, innovation, and human capital. Human capital, which encompasses the skills, knowledge, and competencies of employees, is considered a crucial resource. Knowledge assimilation capacity has a positive effect on organizational performance (Kinyua, Muchemi & Kiiru, 2021). Organizations like KCAA can enhance their performance by effectively mobilizing, allocating, and exploiting their resources by making

strategic adjustments to ensure resources are unique and valuable, thereby improving service delivery.

The research provided a comprehensive review of the SERVQUAL model, Traits Theory of Leadership, Graves' Cultural Leadership Theory, and the Resource-Based View Theory. Each of these frameworks offers valuable insights into how organizations can improve service delivery, leadership effectiveness, organizational culture, and resource management. By understanding and applying these theories, organizations like KCAA can enhance their processes, meet customer expectations, and achieve sustainable competitive advantages.

Empirical Literature

Literature about similar studies include one indicting that leadership plays a crucial role in service delivery, particularly in transitional periods. Atiku, Kurana, and Ganiyu (2023) examined Namibian town councils, highlighting political interference, resource constraints, and logistical issues. They advocated for transformational leadership techniques, such as coaching and mentoring, to improve service delivery. Similarly, Mwesigwa, Tusiime, and Ssekiziyivu (2020) investigated Ugandan public institutions, finding that leadership styles affect job satisfaction, which in turn influences organizational commitment.

In South Nigerian libraries, Akparobore and Omosekejimi (2020) identified autocratic and democratic leadership styles as beneficial to productivity and service delivery, emphasizing communication, delegation, and decision-making. Kabiru and Bula (2020) studied Kenyan commercial banks, concluding that transactional, transformational, laissez-faire, and bureaucratic leadership styles significantly impact employee performance, which can influence service quality.

Organizational culture strongly affects customer service. Anning-Dorson, Christian, and Nyamekye (2020) emphasized that a customer-centric culture improves service quality and competitive advantage. customer focus, employee empowerment, continuous improvement, and top management commitment had statistically significant effects on quality service delivery in 3 to 5-star hotels (Juma & Muchemi, 2020) Blattner, Karmia, and Walter (2021) found that a strong workplace culture and leadership sustained small businesses during crises such as COVID-19. Similarly, Mbandlwa, Dorasamy, and Fagbadebo (2020) revealed that weak ethical leadership contributed to poor service delivery and corruption in South African government agencies.

Financial and organizational resources also play a crucial role in service delivery. Karama and Muia (2019) showed that financial allocations influence service provision in Kenyan counties. Kiroro (2020) found that human, technological, and tangible resources drive performance in Kwale County. Amiri, Rahim, and Ahmed (2023) identified leadership, strategy, and technology as critical to knowledge management but the study did not directly assess service delivery impact. Resource mobilization significantly affects organizational success. Mpozenzi and Mutuku (2023) found that financial, human, and physical resources contributed to project

success in Burundi. Mulandi and Kabui (2022) demonstrated that resource allocation directly influences service efficiency in Kenyan water agencies.

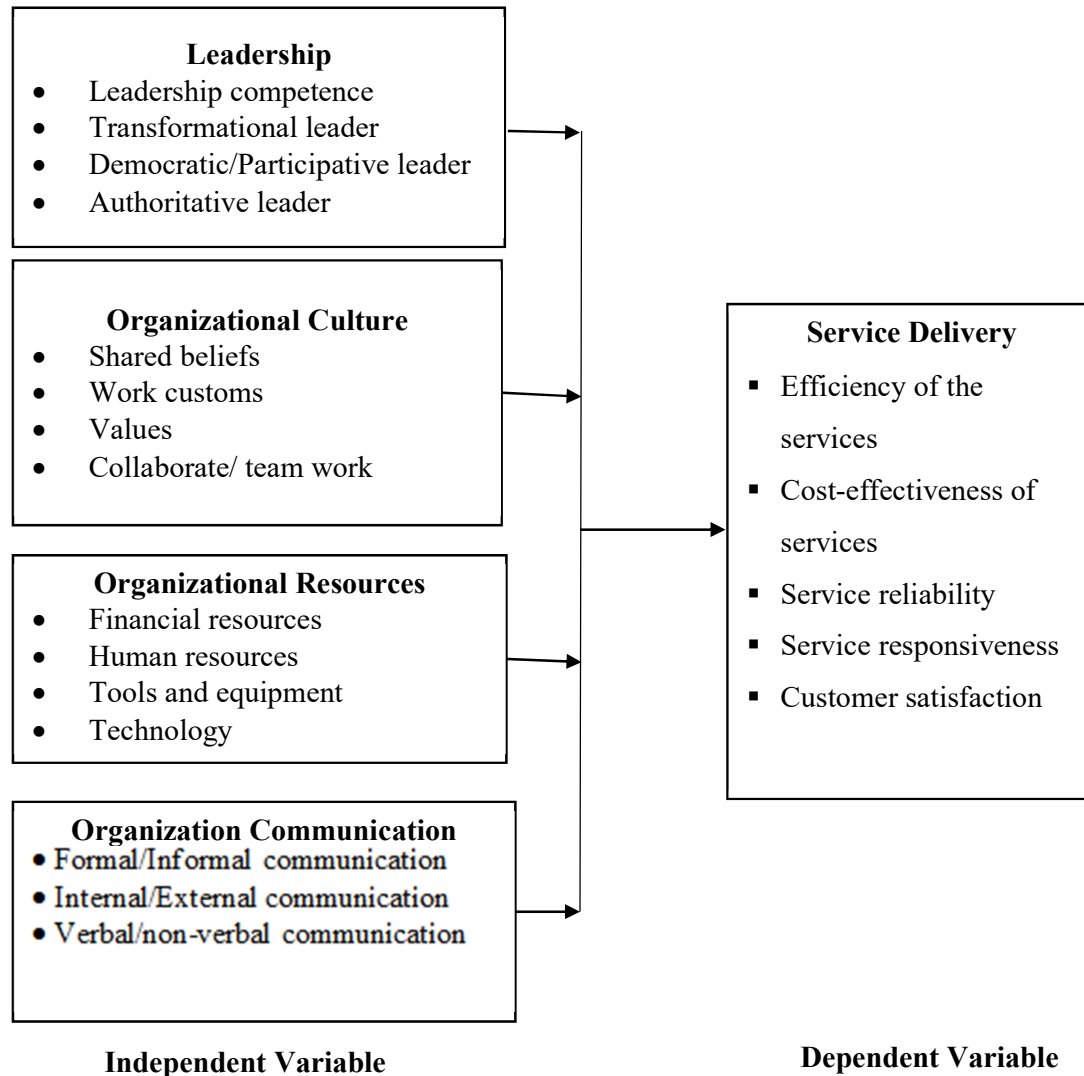
Communication is another critical factor in service quality. Diverse teams bring varied perspectives, which, when effectively communicated, lead to richer discussions and more robust strategic decisions (Mogaka D & Muchemi A. W 2021). Mutunga (2022) established a positive link between communication and healthcare service effectiveness, emphasizing the role of feedback mechanisms. Oyeniran, Jayesimi, Ogundele, and Oyeniran (2020) highlighted technology-driven communication's importance in sustaining operations during crises. Omondi, Onyango, and Museve (2020) found that strategic communication is essential for water service implementation in Kakamega County, Kenya. Additionally, An, Gao, Liu, and Liu (2023) showed that effective communication enhances workplace performance among Chinese seafarers.

This study provides insights into leadership, organizational culture, financial and human resources, communication, and their collective impact on service delivery. Organizations can optimize their service provision by leveraging these factors, fostering customer satisfaction, and achieving sustainable competitive advantages.

Conceptual framework

The framework depicts the relationship between variables that have been presented in picture form. For this study, the diagram shows how strategic implementation practices influence service delivery.

Figure 1 Conceptual Framework.



Source; Author (2024)

Research Hypotheses

The study was guided by the following research hypotheses;

H₀ : There is no significant effect of strategy implementation practices on service delivery at the Kenya Civil Aviation Authority

H₁ : There is a significant effect of strategy implementation practices on service delivery at the Kenya Civil Aviation Authority

RESEARCH METHODOLOGY

A descriptive research design was adopted in this research. It asked questions such as when, what, why, and where in an attempt to find answers to the research questions. The descriptive research design chosen was perfect since it presented the facts as they were, without embellishment or alteration. Therefore, the participants who are employees of Kenya Civil Aviation Authority and the five major aircraft handling companies in Nairobi which interacts regularly with KCAA to ask for flight authorizations on behalf of airlines; namely ASM Ops Kenya, Kenya Aerotech, Tradewinds, Aeroflight Services Kenya Limited, Africa Flight Services Ltd. got a chance to describe how the adopted strategic implementation practices

influence service delivery, which impacts on products and services delivered by KCAA. The participants got a chance to describe how individual practices affect service delivery

Respondents for this study included the entire staff at the KCAA and one participant from each of the five major aircraft handling service providers in Nairobi. The study targeted 614 permanent employees working at KCAA and the five people drawn from the ground handling agencies.

Sampling was done using different techniques to reduce large volume of population to smaller and easier to access number (Samawi, Helu, Rochani, Yin, Yu & Vogel, 2018). The study adopted stratified sampling technique by grouping the participants as per their workstation. Simple random sampling was also applied in picking the participants of the research. Purposive sampling was used to select one participant from each of the five major aircraft handling agents in who interacts regularly with KCAA when applying for permits. To get a smaller sample size from the KCAA employees, the researcher applied the formula developed by Mugenda in 2008. This equation was used to obtain a sample whose size was 141 participants.

$$nf = \frac{n}{1 + \frac{n}{N}}$$

Where:

nf = the intended sample size (in cases where the population is under 10,000);

n = the desired sample size where 30% of the population is taken (30% of target population = 184.2)

N = estimated population size

$$nf = \frac{184.2}{1 + \frac{184.2}{614}} \equiv \frac{184.2}{1.3} = 141$$

Table 3.1 displays how the size of the sample is distributed.

Table 3. 1: The size of the Sample

S/No.	KCAA station	Target Population	Sample Size = $\frac{\text{estimated pop. size}}{\text{Total Pop. size}} \times \text{Target Population}$
1.	Central workshop	14	3
2.	EASA	52	11
3.	Eldoret	26	6
4.	KCAA headquarters	183	43
5.	JKIA	162	37
6.	Kisumu	21	4
7.	Lokichiggio	8	2
8.	Malindi	17	4
9.	Mombasa	54	13
10.	Mua Hills	3	1
11.	Poror	9	2
12.	Wajir	10	3
13.	Wilson	47	10
14.	Ukunda	8	2
	Total	614	141
15	Customers	5	5
	Total	619	146

Source: Author (2024).

The instrument used to gather data was a questionnaire. Both quantitative & qualitative data were generated by the semi-structured questionnaire's open-ended and closed-ended questions. The data analysis procedure was made easier by the closed-ended questions, which used a five-point Likert scale and provided conventional responses. The questionnaire was designed to cover all the research variables. It had a section on demographic information for the participants, part two covered the independent study variables on strategic implementation practices (leadership, organizational culture, organizational resources and organizational communication) and part three had questions on the dependent variable (service delivery). Validity and the reliability of the research was through a pilot study using respondents from KCAA. Seven people participated, making up 5% of the study's sample size, and they filled out the research tool. The final study did not include those who participated in the pilot trial. A pilot group comprising 1–10% of the sample size is optimal for confirming the study's validity and reliability, according to Mugenda (2008). To make sure the instrument is valid, dependable, and appropriate for use in the current study, the questionnaire responses were examined and verified.

Table 3. 2: Reliability Test Results

Variable	No. of Items	Cronbach Alpha
Leadership	6	0.812
Organizational Culture	7	0.793
Organizational Resources	7	0.843
Organization Communication	7	0.767
Service Delivery	6	0.895
Aggregate Scores	33	0.822

Source: Pilot Study (2024)

Outcomes in Table 3.2 indicates that all alpha values are greater than the standard of 0.7. The alpha values range from 0.767 at the lowest and 0.895 at the highest, with the aggregate score of 0.822. This implies that the instrument is fit and ideal for utilization, and hence was used in collecting data in this research.

All data collected was first cleaned, sorted, coded then entered, for analysis, into SPSS version 25.0 and MS. Excel. Useful information was obtained by processing the entered data. This provided answers to research questions and also helps in drawing conclusions and recommendations (Yandell, 2017). Since the data was quantifiable, means, frequencies, and standard deviation were obtained using descriptive analysis. Regression analysis demonstrated the direction of the link between the four independent and one dependent research variable. Correlation analysis demonstrated the association between different variables. The research used a regression model that looks like this:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby:

Y = Service Delivery

$\beta_1, \beta_2, \beta_3, \& \beta_4$ \Leftrightarrow Coefficients of Strategic Implementation Practices

X₁ = Leadership Culture

X₂ = Organizational Culture

X₃ = Organizational

X₄ = Organizational Communication

ε = Error term

Since the data was quantifiable, means, frequencies, and standard deviation were obtained using descriptive analysis. Regression analysis demonstrated the direction of the link between the four independent and one dependent research variable, on the other hand correlation was analysed and demonstrated the extent of association among the variables.

DESCRIPTIVE RESULTS

Response Rate

The study's response rate was 72.6%. This is following the completion and return of 106 of the 146 semi-structured surveys. Stratified sampling was employed, and Table 4.1 displays respondent groups' outcomes.

Table 3.3: The Response Rate per Stratum

KCAA station	Sample	Response	Percent
Central workshop	3	2	66.7%
EASA	11	6	54.5%
Eldoret	6	4	66.7%
KCAA headquarters	43	35	81.4%
JKIA	37	28	75.7%
Kisumu	4	3	75%
Lokichiggio	2	1	50%
Malindi	4	3	75%
Mombasa	13	6	46.2%
Mua Hills	1	1	100%
Poror	2	1	50%
Wajir	3	2	66.7%
Wilson	10	7	70%
Ukunda	2	2	100%
Sub-Total	141	101	71.6%
Customers	5	5	100%
Total	146	106	72.6%

The overall response rate was 72.6% which is a composite of different strata. The response rate for each stratum varied with the highest being 100% and the lowest at 46.2%. The overall response rate of 72.6% is good, basing on the assertions of Kothari (2014) and Mugenda (2008) that 70% response rate is good enough for use in research. This response rate was pegged on availability and willingness of the participants to take part in this research.

The study aimed to determine how leadership affected the Kenya Civil Aviation Authority's delivery of services. Outcomes were displayed on Table 3.4.

Table 3.4.: Descriptive Measures for KCAA Leadership

	N	Mean	Std. Deviation
KCAA management has competent team for its leaders/managers	106	3.8857	0.9126
The leaders are transformational seeking to grow the Authority	106	3.9429	0.8968
The leadership format adopted is participative where all staff are engaged in core functions at KCAA	106	3.6762	1.1477
The leaders are authoritative taking charge of operations to deliver on the mandate of KCAA	106	3.8	0.8814
The employs can negotiate on work assignments to handle based on their competency	106	3.7524	1.0357
All employees are consulted during the decision-making process	106	3.4857	1.1190
Aggregate Score		3.7571	0.9989

Source: Research data (2024)

The total aggregate score was found to have a mean score of 3.7571 and Std. Dev of 0.9989 implying that leadership as a component of strategic implementation practices largely improved quality of service delivery at Kenya Civil Aviation Authority. The findings show that the management team at KCAA is made up of competent leaders, where mean is scored at 3.8857 and the deviation from standard score of 0.9126. Leaders were transformative at scores of 3.9429 for the mean and 0.8968 for the Std. Dev; and adopted a participative approach to leading staff in handling the core functions of KCAA, there was an average score of 3.6762 with Std. Dev of 1.1477.

Table 3.5: Descriptive measure of Organizational Culture

	N	Mean	Std. Deviation
KCAA employees have a shared belief on working for better outputs	106	3.9523	0.5781
Work assignments are fairly distributed across all functional units at the organization	106	3.6476	0.7718
There is consultation at all levels on execution of tasks	106	3.6571	0.9489
There are different working teams at KCAA that are found in each department	106	3.9714	0.6996
KCAA operates on an open-door policy as part of its custom for inclusivity	106	3.7904	0.8846
The managers at KCAA, encourage/recognize individual effort in delivering quality services	106	3.6095	0.9854
The adopted culture endeavours to deliver effective services to customers	106	4.0952	0.5968
Aggregate Score		3.8176	0.7807
		6	

Source: Research data (2024)

Based on the findings on Table 3.5 aggregate mean scores were 3.8176 and Std. Dev of 0.7807, signifying that by a large extent organizational culture was effective and improved service delivery at KCAA. The findings further showed that participants strongly agreed on shared beliefs by the KCAA employees' improved outputs, based on mean score of 3.9523 and Std. Dev of 0.5781. Fair distribution of work assignments was found to improve service delivery, as agreed by participants where the scores were mean of 3.6476 and Std. Dev of 0.7718. Another aspect of culture is about consultation while handling tasks, with a mean score of 3.6571 and Std. Dev of 0.9489.

Table 3.6 Descriptive Measure of Organizational Resources

	N	Mean	Std. Deviation
KCAA leadership lobbies for more resource allocation from government	106	3.7238	0.9756
There are systems to ensure prudent use of organizational resources	106	3.7904	0.9061
The resources are fairly allocated across all the functional units	106	3.5333	1.0747
Regular resource audits ensure no financial losses or wastages of resources at KCAA	106	3.7714	0.9928
KCAA has invested in IT, technological systems and tools for efficient service delivery	106	4.0952	0.7406
Human resources are distributed across departments based on competencies	106	3.8857	0.8123
Effective use of resources –funds, tools, equipment and technological systems, has improved service delivery in the organization	106	3.8571	0.7129
Aggregate Score		3.8081	0.8879

Source: Research data (2024)

Results shown in Table 3.6 indicate an aggregate score of mean at 3.8081 and Std. Dev of 0.8879. This indicated that the participants strongly agreed that access to organizational resources improved service delivery at KCAA. The results showed that the leadership focused on lobbying for resources from the government, as agreed by many participants where the mean score was 3.7238 and Std. Dev was 0.9756. The participants strongly agreed that systems are put in place for prudent use of resources at a mean of 3.7904 and Std. Dev of 0.9061 and that resources are fairly distributed across different units at mean score of 3.5333 and Std. Dev of 1.0747.

Table 3.7 Descriptive Measure of Organization Communication

	N	Mean	Std. Deviation
Conveying information at KCAA is done through formal and informal communication systems	106	3.8476	0.9585
Employees of KCAA share information on work tasks with their colleagues	106	3.7904	0.7807
KCAA communicates with external stakeholders including government on its workings	106	3.6952	0.9106
Information is shared through verbal means at the KCAA	106	3.6571	0.9075
KCAA employees often communicate through written memos	106	4.0380	0.6782
Effective communication ensures there is no duplication of work tasks/duties	106	3.7115	0.9519
Effective communication reduces misunderstanding of assignments that cause wastages/losses	106	3.7904	0.7807
Aggregate Score		3.7905	0.8526

Source: Research data (2024)

Analysis of data gave a mean of 3.7905 and a Std. Dev of 0.8526, as shown in Table 3.7, signified that the participants strongly agreed that organization communication was important in improving services. The participants strongly agreed on use of formal and informal communication systems at KCAA, where the mean score was 3.8476 and Std. Dev was 0.9585. Results also showed that there was sharing of information amongst employees on work tasks,

based on mean scores of 3.7904 and Std. Dev of 0.7807. In addition, the participants noted that communication extended to informing external stakeholders including government on the operations at KCAA. The participants agreed with the research question. The average score was 3.6952 and the Std. Dev was 0.9106.

Table 3.8 Descriptive Measure of Service Delivery at KCAA

Statement	N	Mean	Std. Deviation
KCAA has shown improvement in the way it serves its customers and customers are therefore more satisfied with the services provided	106	4	0.7595
KCAA services are efficient	106	4.0191	0.6041
KCAA offers reliable services to its customers	106	3.9904	0.7657
KCAA services are tailor-made to respond to needs of the customers	106	3.9333	0.7754
KCAA offers cost-effective services	106	3.9809	0.6352
The services are easily accessible to the consumers	106	4.0952	0.6282
Aggregate Score		4.0031	0.6947

Source: Research data (2024)

The results in Table 3.8 indicate that at aggregate mean score of 4.0031 and Std. Dev of 0.6947, signifies that the participants strongly agreed that service delivery improved at KCAA. The results showed a high mean score of 4 and Std. Dev of 0.7595 on customers being more satisfied with the services. The results also showed services were efficient with mean scores of 4.0191 and Std. Dev of 0.6041, the services were also reliable, confirmed by high mean score of 3.9904 and Std. Dev of 0.7657.

Inferential analysis

To investigate the combined impact of organisational culture, communication, leadership, and organisational resources on service delivery at Kenya Civil Aviation Authority, multiple regression analysis was performed. The analysis included the beta coefficient, regression model, and analysis of variance. The following table presents the findings:

Table 3.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R square change	F change	df1	df2	Sig F change
1	.793a	.629	.614	.26794	.629	7.008	4	101	.000

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Leadership, Organizational Culture, Organizational Resources, Organization Communication

Source: Research Data (2024)

The results in Table 3.9 show that the four practices (leadership, organizational culture, organizational resources, and organization communication) of strategic implementation contributed to the improvement of service delivery at KCAA. The model is significant since its p values $p = 0.000$ is less than the standard of 0.05. The R square of 0.629 imply that the model explains 62.9% change in service delivery at Kenya Civil Aviation Authority. There is a residual effect of 37.1% of practices that contribute to service delivery at KCAA, but

excluded from the present study. This can be the focus of future researchers, in seeking to understand the other practices that contribute to service delivery in the organization.

The multiple regression model equation of $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ was converted into this resultant equation model:

$Y = 0.328 + 0.197X_1 + 0.451X_2 + 0.306X_3 + 0.289X_4$. This showed that
Service Delivery = $0.328 + 0.197\text{leadership_Culture} + 0.451\text{Organisational_Culture} + 0.306\text{Organisational_Resources} + 0.289\text{Organisational_Communication}$

This implies that the four practices (leadership, organizational culture, organizational resources, and organization communication) of strategic implementation contributed to the improvement of service delivery at KCAA. The model is significant since its p values $p = 0.000$ is less than the standard of 0.05. The R square of 0.629 imply that the model explains 62.9% change in service delivery at Kenya Civil Aviation Authority. There is a residual effect of 37.1% of practices that contribute to service delivery at KCAA, but excluded from the present study. This can be the focus of future researchers, in seeking to understand the other practices that contribute to service delivery in the organization.

Analysis of Qualitative Data

The study sought the opinion of the respondents on how leadership influenced service delivery and they gave suggestions including training, mentorship and coaching. On organizational culture, respondents suggested that staff should be proactive, be treated equitably transparently and with openness. On organisational resources, respondents suggested that KCAA should recruit enough staff to serve customers. On organisational communication, respondents suggested that effective communication ought to be done in a timely manner.

Conclusion

The researcher concluded that leadership practices adopted at KCAA led to improved services delivered to internal and external customers. Based on the reported outcomes, this research concluded that having a competent leadership team that adopted the transformational style contributed to the improvements realized in the service delivery. The leaders took charge and authorized different activities such that the organization was able to deliver on its mandate. The study also concluded that when the leaders at KCAA used a participative approach to handling of work tasks, this resulted in better service delivery.

Recommendation

The researcher recommended that the leadership at KCAA should lobby for more resources from the government. The resources, once acquired, should be evenly distributed to different departments on priority basis. The researcher suggests that a large portion of the resources should go into actual service delivery and not be spent on administrative functions. The study also suggests more trainings for the leaders to gain knowledge on the modern workplace as a measure to improve service delivery. The researcher recommends that new leaders should be mentored and coached by those with long experiences in the position, this ensures there is no knowledge gap. The researcher also recommends cultivating a team spirit where the workplace

becomes a place to commune even when the focus is on better services. The focus should be creating a good workplace, where each employee feels recognized, appreciated, valued and that they belong. This impacts positively on service delivery. The culture should be accommodative of the differences in people. The researcher further recommends to KCAA to adopt effective communication practices. These practices allow for smooth, timely and accurate flow of information. In addition, with sufficient information flow at KCAA, there will not be cases of confusion on work instructions that leads to subpar services. Good services will improve satisfaction rates by the customers resulting in high rating scores for the organization.

REFERENCES

- Anning-Dorson, T., Christian, I. O., & Nyamekye, M. B. (2020). Organizational culture and customer service delivery. *Customer Service Management in Africa*, 207-215.
- Blattner, J. F., Karmia, W. P., & Walter, T. J. (2021). How culture, leadership, and engagement helped a small business survive during the pandemic. *Strategic HR Review*, 20(3), 88-93.
- Bibi, S., & Aurangzeb, W. (2021). Implementation of Quality Management System ISO 9001: 2015 at Public and Private Sector Universities: Challenges and Prospects. *Elementary Education Online*, 20(5), 7713-7713.
- Brorström, S. (2023). The sustainability shift: The role of calculative practices in strategy implementation. *Financial Accountability & Management*, 39(1), 3-17.
- Florido-Benítez, L. (2023). The Role of the Top 50 US cargo airports and 25 air cargo airlines in the logistics of e-commerce companies. *Logistics*, 7(1), 8.
- Graves, D. (1972). *Cultural determinism*. *Organizational Dynamics*, 1(2), 46-59.
- Ijoko, A. O., Ogbaji, O. J., & Simon, S. G. (2022). Impact of Conflict Resolution on the Performance of Workers of Federal Airport Authority of Nigeria (FAAN), Abuja: An Econometrics Approach. *Wukari International Studies Journal*, 6(2), 14-14.
- Juma, O. A., & Muchemi, A. W. (2020). Total quality management practices and quality service delivery in 3 to 5 Star hotels, Nairobi City County, Kenya. *International Journal of Innovative Research and Advanced Studies*, 7(10), 22-31
- Kalonda, J. K., & Govender, K. (2021). Factors affecting municipal service delivery: A case study of Katima Mulilo Town Council, Namibia. *African Journal of Public Affairs*, 12(2), 1-26.
- Kamandi, F. G., Kinyua, G., & Muchemi, A. (2021). Strategic alignment as an antecedent of customer satisfaction: A review of literature. *International Journal of Managerial Studies and Research (IJMSR)*, 9(12), 38-57
- Karama, B., & Muia, J. M. (2019). Effect of financial resources on the delivery of devolved services in selected counties in Kenya. *European Journal of Business and Management*, 11(18), 1905.

- Kinyua, J. K., Muchemi, A., & Kiiru, D. (2021). Antecedents of organization performance: Leveraging assimilation capacity in the context of insurance companies in Nairobi City County, Kenya. *Journal of Business and Economic Development*, 6(4), 202–211
- Kok, S. L., & Siripipatthanakul, S. (2023). Strategic Management: The Case of Malaysian Airports Holdings Berhad (MAHB). *Preprints*, 2023050055. <https://doi.org/10.20944/preprints202305.0055.v1>
- Mati, P. M., & Atikiya, R. (2022). Strategy Implementation Practices and Performance of Aviation Industry in Kenya. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 6 (2).
- Milde, M. (1998). Problems of Safety Oversight: Enforcement of ICAO Standards. In *The Use of Air and Outer Space Cooperation and Competition* (pp. 251-271). Brill Nijhoff.
- Mogaka, D., & Muchemi, A. W. (2021). Interfirm networks and organizational performance: A theoretical review. *International Journal of Research Publications*, 67(1), 1–17
- Nzomo, K. J., & Muchemi, A. W. (2019). Green innovation strategies, organizational competencies and firms performance in the context of manufacturing sector: A theoretical review. *Strategic Journal of Business & Change Management*, 6(2), 615–639
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49 (4), 41-50.
- Penrose, R. (1959). The apparent shape of a relativistically moving sphere. *Mathematical Proceedings of the Cambridge Philosophical Society*, 55 (1), 137-139.
- Samunderu, E. (2023). Air Transport Regulation: A Perspective on Africa's Regulatory Framework. In *African Air Transport Management: Strategic Analysis of African Aviation Market* (pp. 33-76). Cham: Springer International Publishing.
- Suri, P. K. (2022). Effectiveness of strategy implementation and e-governance performance. *Evaluation and Program Planning*, 92, 102063.
- Sylva, W., & Amah, C. F. (2021). Challenges of airlines operations in Sub-Saharan Africa: An empirical investigation of the Nigerian civil aviation sector. *International Journal of Business and Management Invention*, 10 (1), 13-30.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5 (2), 171-180.