

**INFLUENCE OF SELECTED ORGANIZATIONAL FACTORS ON
PERFORMANCE OF INTERNATIONAL AIRLINES IN KENYA**

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Business Administration (Strategic Management option) Kenya Methodist University**

OCTOBER 2022

DECLARATION

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DEDICATION

This Thesis is dedicated to my family members for making this work a success.

ACKNOWLEDGEMENT

Greatest thanks are to God for the wonderful health, ability as well as capability to work on this Thesis. I also desire to explicit profound feeling to thank my supervisors, Prof. Thomas Senaji as well as Dr. Douglas Ogolla for their counsel but also assistance to accomplish this task. To my dear husband Gurpreet Singh who gave me all the support I needed to accomplish this task, thank you so much. To my little babies, Bianca Kaur and Dario Singh for their forbearance but also apprehension while I took time far away. Finally, to the Lecturers at Kenya Methodist University (KeMU) and students who supported me in one way or another, I thank you all for your support.

ABSTRACT

The aim of survey was to investigate the impact of organizational factors on performance of international airlines in Kenya's aviation industry. More specifically, the study seeks to find out the influence of organizational structures, organizational culture, organizational resources, and communication systems on performance of international airlines in Kenya. This research was aimed at the production managers as well as team administrators of international airlines, which had a total of 187 workers. From a total population of 187, 106 people were chosen as the sample size. Utilizing the formulas created by Yamane, this was chosen to make certain that the sample size was a great reflection of the whole demography. The research utilized first-hand information that was mostly quantitative as well as descriptive. After the questionnaires had been stuffed out but also sent back, they were checked for accuracy, categorized, and entered into the SPSS version 22. Statistics were employed to describe as well as figure out what the information meant. In descriptive analysis, the tables of frequency, the mean, as well as the standard deviation were used to find the central tendencies but also the spread of the data, respectively. From the findings in the bivariate correlation, significant relationship was established between organizational structure ($\alpha = 0.875$), Organizational Culture ($\alpha = 0.883$), organizational resources ($\alpha = 0.854$), Communication Systems ($\alpha = 0.861$) and organizational performance hence included in the analysis. As calculation by the R-square, the determination coefficient is 74.5 percent, which means that all of the predictor variables clarify 74.5 percent of the aggregate variation in how well international airlines do in Kenya. The survey's conclusion was that the explanatory variables have such a big impact on how well international airlines in Kenya run as a business. The research also suggested that institutional invest in resources as well as data transmission systems to make certain that that their staff have the correct, expertise, but also proficiencies to do their jobs well and take the company to greater heights.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Institutions parts, like Research and Development (R&D), advertising, or production, must strive to get as well as develop its resources so as to become competent at the logical level which could be turned into the organization's competitive strategy (Spais, 2019). The level of functionality is where the institution's true value conception events take place, in accordance with all the methodologies and aims that have been streamlined from the corporation. Methodologies at the physiological level entail the actions, perspectives, as well as procedures to be utilized for handling specialized roles, business operations, or crucial operations within an organization (Pearce, 2020).

Inside each strategic businesses units of the management, level are operations capabilities such as marketing, human resources, financial services, information technologies, but also manufacturing, entrusted with developing the business marketing level methodologies via each operational technique that is directly put forward but also advantageously comprehensible with the organizational planning methodologies. According to Schermerhorn and Gardner (2004), operational-level techniques concentrate on the improvement as well as management of activities so that corporate level techniques can be executed efficiently but also swiftly, and therefore are a crucial aspect of establishing a successful institution.

The wellbeing of an institution can be determined by its effectiveness, cash flow management, brand image and capital appreciation. This wellbeing is the consequence of a selected strategy, its implementation and execution (Scherrer, 2013). Conversely, unpredictability in the business operating conditions may hurt organizational effectiveness (Smith & Graves, 2015). Since institutions are systems which are open, it can be due to

things inside or outside of the company. In order to keep changing the pattern, senior management ought to come up with as well as adopt policies that could turn around the poor performances trends as well as help the company do well (Panicker & Manimala, 2015).

Transformation factors affect airline organizations all over the world. If the conditions keep changing, the organizations adapt. As a result of these changes, businesses need to take a more thoughtful approach by continuing to act preemptively or adjusting to the surroundings whereas also making sure that the goods as well as services they offer last. The corporate strategy reactions could be thought of as making sure that an institution's activities fit with the surroundings where it works. This strategic response impacts the institution's lengthy-term orientation as well as takes a lot of time but and money. Its goal is to help the institution, so it looks at all of its activities (Pearce & Robinson, 2020). Institutions have had to adapt to changes in the outside world since they rely solely on as well as serve the outside world. For the right steps to be taken, people need to have a concise comprehension of the issues at hand.

1.1.1. Selected Organizational Factors

In an establishment, the operational factions as well as agencies portray the core functions. A company's workable unit entails marketing, banking, human resources, as well as research and development. These components are responsible for ensuring the effective but also efficient execution of the coordination as well as implementation of funds via the corporate as well as business strategic levels unit (Lehner, 2018).

The objective of coming up with operational level techniques is to enhance the corporate as well as business strategic levels (Pearce & Robinson, 2007). This essentially means that operational strategic levels represent a variety of decisions in the diverse operational parts of the organization that customarily impact on the organizational level objectives.

Consequently, functional strategies would be the term most frequently employed by an organizational unit to realize the institution's aims as well as strategies via the effective application of all available finances. The paperwork of operational strategies is highly dependent on how huge or minute the company is, according to the general consensus (British Airways, 2019).

The marketing leaders are accountable, at the workable level of an institution, for making choices concerning product awareness and marketing tactics, as well as conversing with clients to ensure that there is services as well as product availability. The human resources management are responsible for ensuring that almost all decisions regarding workforce planning, remuneration, hiring practices, as well as other personnel-related characteristics of the company are made (Jauch&Glueck, 2010). The finance, as well as accounting supervisors are responsible for determining where the institution will obtain its monetary resources, allocating resources, performing daily accounting tasks such as record keeping, as well as preserving the framework of internal auditor function. The manufacturing strategies that are functional relate to an institution's overall production system, operations planning as well as controlling, not forgetting research & development. A framework associated with manufacture and distribution, as well as the goals of the operations environment, that also relate to customer gratification, resource efficiency, and deployment, largely influence how operations function, maintenance programs, and strategies (Alexander, 1985).

1.1.2 Organizational performance

The organizational performance is the comparison of an institution's output value or outcomes to its destined deliverables or aims but also priorities. As per Richard et al. (2019), the performances of an institution encompasses three distinct regions of corporate profitability: profit margin, which comprises earnings, assets ratio, as well as capital

returns ; share of the market, which includes shares in the market and shareholder returns. In recent times, numerous companies have been trying to use the balanced scorecard approaches to resolve their achievement.

The success of an institution can be judged in part by how well a company does, Stegorean and Gavrea, (2020)and Carvalho et al. (2016) say that institutional success is also tied to the workers competences, the development of staff, the reliability of strategy development, and the capacity to comprehend and adapt to the complexity and dynamics of the corporate world. But institutional performance is among the most significant factors in institutional studies and may be the key aspect to measure an institution's successes(Stegorean & Gavrea, 2020)

Armstrong (2010) says that effectiveness is often just measured by how much is done, or how many goals are met. In the research, the revenue growth of a business is used to quantify its financial results. The financial efficiency is a subjective way of measuring whether a business utilizes its resources as well as assets to make money. The profitability effectiveness includes the "measurement, in money terms, of the results of an institution's policies as well as operations." The firm's yields, investments, and benefits all show what the outcomes were.

Research shows that innovation affects the organizational effectiveness (Durán-Vázquez et al., 2012; Nybakk & Jenssen, 2012; Yen, 2013). The institutions ought to do investigations on these structures because supervisors need to know how different factors affect institutions performances so as to be able to handle them well (Bigliardi, 2013;Ndregjoni &Elmazi, 2012). Yen (2012), for instance, says that helping people come up with new ideas is a critical management task that has a direct connection to the effectiveness of an institution.

Consequently, corporate performances refers to a firm's capacity to attain aims including good margin, better products, greater market shares, sound financial outcomes, as well as continued existence at a predefined period by employing an appropriate course of action

(Koontz & Donnell, 2018). A company's performances lays the foundation for evaluating its progress towards predetermined goals, identifying areas of weakness as well as strength, but also deciding how to introduce increased in performance through future projects (Vanweele, 2016). Rowley (2021) utilized both monetary but also non-monetary identifiers. The financial measures were indeed a revenue growth proportion branded as revenue growth as well as a profitability margins percentage branded as profits. The non-financial indicators included public image as well as positive reputation, services quality, but also operational effectiveness.

1.1.3 Global Aviation Industry

A number of foreign groups oversee as well as control the aviation company around the world. One of the most important regulators is the international civil aviation institution. The goal of the ICAO is to make sure that the best procedures, as well as rules for international air transportation but also navigation, are used. It makes rules for the safeness, confidentiality, effectiveness, consistency, but also protection of the environment in aviation. The institution also has rules about how to operate and what to do in the technological field of aviation. This accumulation makes sure that air travel as well as crossing borders, go smoothly, that international airlines have a fair chance to run, that flights are safe, as well as that costs and fines are kept to a minimum. The conference on international civil aviation is the ICAO's founding document. It was written at a conference in Chicago in November but also in December 1944, as well as every ICAO Contracting State is a party to it. The Conference says that the Institution is composed of an Assembly, a Council with a restricted number of members, several subjugated bodies, as well as a Secretariat. The Head of state of the Council as well as the general secretary, are the top people in charge.

A number of other UN agencies work with ICAO, including the World Meteorological Organization, the Universal Postal Union, the World Health Organization, the World Tourism Organization, the International Telecommunication Union, and the International Maritime Organization. There are a number of non-governmental organizations (NGOs) that work to improve aviation safety and security, including the Airports Council International, the International Air Transport Association, the Civil Air Navigation Services Organization, the International Business Aviation Council, the International Council of Aircraft Owner and Pilot Associations, the International Federation of Air Liaison Officers Associations, the International Coordinating Council of Aerospace Industries Associations, and the International Business Aviation Council.

The international air transport association is yet another international group that is in charge of how airlines run (IATA). IATA is a trade group for airlines around the world. It is made up of 290 airlines, mostly big ones, from 117 countries. The IATA's participant airlines bring about 82 percent of all open seat kilometres of air traffic. IATA assists airlines do their jobs as well as assists in policies as well as standards for the company as a whole. Its main office is in Canada Montreal, Quebec, but also it also has an office in Geneva, Switzerland.

IATA was made in April 1945 in the Cuban city of Havana. It took over from the International air Traffic Association, which has been started in The Hague, Netherlands, in 1919. At the start, IATA was made up of 57 airlines from 31 different nations. A lot of IATA's previous stuff was technological, as well as it gave suggestions to the newly formed International Civil Aviation institution. These suggestions were included in the annexes of the Chicago Convention, which is still the international agreement that controls how international air travel is done today.

1.1.4 Air transport industry in Kenya

The airline company is a very competitive place to work (Kahavya, 2015). The air transport system is a key part of Kenya's plan for long-term growth. This could only happen if airlines are powerful as well as are able to expand but also offer more services (Chingosho, 2018). More particularly, the advancement of a more diverse commodity exports as well as the growth of the tourism company in the sub-region both depend on the growth of air services. Competition in the airline company has never been harder or less tolerant than it is today (Seng, 2020).

There are good things that happen because of the aviation sector, including more tourism, more jobs, and more financing in a nation. This causes a rise in the GDP as a whole (Keller & Buttler, 2020). There are many things that affect how the aviation company in Kenya works. It is very important for the aviation company to run smoothly that people understand these things. The leadership of the different players in the industry needs to make sure that all of the different factors work well together to improve air safety, which is the most important thing that affects everything that goes on in aircraft operation.

Kenya's aviation company has had to deal with a number of problems that have forced some businesses to shut down. For instance, Jet Link had problems with foreign exchange, which caused it to stop running for a while. Other airlines, like Kenya Airways, have had many strikes because workers want to get paid more. Other airlines have problems with protection. Sometimes, flights are redeployed to certain other airports because the airport in question can't be reached. For instance, sometimes a flight that was supposed to land at Jomo Kenyatta International Airport in Nairobi is changed so that it lands at Mombasa Airport instead. Fuel prices have also gone up and down a lot, which means that airlines have to pay a lot to run their businesses. Also, there is more contest because more and more airlines are starting to fly the routes that local airlines used to appreciate.

1.2 Problem Statement

The airline company is in a very competitiveness industry that is shaped by internationalization as well as a growing demand for high-quality services from customers. Singapore Airlines, British Airways, Air France, Qatar Airlines, as well as Emirates are all major competitors as well as fly all over the world. From a market volume as well as prospective point of view, African airlines have 36.4 percent of the intercontinental ability to as well as from Africa, while non-African airlines, mostly from Europe, the Middle East, as well as, more recently, North America but also Asia, have 63.6 percent. Kenya Airways has not been doing well in Kenya. KQ lost KSh 36.2 billion in the 2020/2021 financial year. This was more than the Ksh15.8 billion loss in the 2019/2020 financial year (Aglionby, 2022). In 2012, the airline final year of operation, it posted net earnings of Sh1.66 billion. As a result of its massive losses, KQ now has negative equity and is therefore technically bankrupt.

The drop in world tourism, the release of Covid 19, but also the many travel warnings from big economies like the UK have all led to a drop in earnings as well as an rise in business expenses so over decades (Mutema, 2016). This is since the international tourism market is a big part of how well airlines in emerging economies do. Even though tourism isn't as big as it used to be, household airlines have indeed been able to handle market changes and are growing thanks to new transport routes, more air traffic, as well as a general advancement of their companies. Even though there have been research on how strategic management affects institutional performance, it is important to find out how institutional factors affect the effectiveness of international airlines in the Kenyan aviation company (Atikiya, 2015; Awino et al, 2009; Gakure & Amurle, 2013).

Mwangi (2012) did a research on air traffic delays & airline operational expenses in Kenya utilizing Kenya Airways being a case research. He found that air traffic problems & production quantities were two of the most key things that affected airline costs in Kenya.

Mbugua's (2012) research on the obstacles of strategy execution at the Kenya civil aviation authority found that the measurement model procedures, that also entails getting, arranging, as well as trying to direct the utilize of finances inside as well as outside of the KCAA, has been mostly impacted by things that could be directly linked to the insufficient institutionalization procedures, Farah, et al.(2018) looked at how marketing advantages affect how well commercial airlines in Kenya do their jobs. Also, studies by Ogalo and Musyoki (2013) focused on the problems that airlines in Kenya had with putting their plans into action. There haven't been many studies done in Kenya on how organizational factors affect how well international airlines are doing there. Therefore, the goal of this research was to respond to the questions, "How do selected organizational factors affect the effectiveness of international airlines in Kenya's aviation sector?"

1.3 Objectives of the Study

1.3.1 General Objectives

The general objective of this study was to analyze the influence of selected organizational factors on performance of international airlines in Kenya.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

- i. To determine the effect of organizational structures on performance of international airlines in Kenya.
- ii. To establish the effect of organizational culture on performance of international airlines in Kenya.
- iii. To assess the effect of organizational resources on performance of international airlines in Kenya.

- iv. To examine the effect of Communication systems on performance of international airlines in Kenya.

1.4 Research Questions

This study was based on the following research questions:

- i. What is the effect of organizational structure on performance of international airlines in Kenya?
- ii. How does organizational culture affect performance of international airlines in Kenya?
- iii. To what extent does organizational resources affect performance of international airlines in Kenya?
- iv. What is the effect of Communication systems on performance of international airlines in Kenya?

1.5 Significance of the Study

This study would be valuable to different stakeholders:

1.5.1 Researchers and Academicians

Initially, the research could help future investigators and academics in the field of flight operations management as well as, more particularly, flight operations. Also, the results of this research would be helpful to future researchers because they would show them where to look for more information in the aviation field.

1.5.2 Managers in Aviation Industry

The survey would also be precious to administrators in the international airline organizations in Kenya in that they will be able to improve their operational competitiveness and overall performance.

1.5.3 Policy Makers

The finding of this research would also be key to the decision makers within the aviation company as they will be able to understand some of the strategies and challenges of airlines performance and advice measures to deal with them hence improve on financial health and competitiveness of the airline companies. The results of this research would be used to help policymakers decide how to create the aviation businesses more efficient in the long term.

1.6 Limitations of the Study

In this research, the researcher encountered situations of gathering information from participants who may be reluctant to share information pertaining to their airlines as the nature of information required are strategic which may be treated with suspicion. However, the researcher gave certainty that the data to be gathered would be utilized only for the intention of academic research study only.

1.7 Scope of the study

The survey sought to analyze the impact of organizational element on performance of international airlines in Kenya's aviation sector. The study focused on international airlines operating at Jomo Kenyatta International airport under KAA. Respondents were from management and operative staff at functional level. The study was conducted between the months of January and October, 2022 due to the limited time given by the University.

1.8 Operational definition of terms.

1.8.1 Concept of strategy

A strategy entails planning, giving direction, or a way to do something Mintzberg (1994). As per Johnson and Scholes (2002), strategy as the lengthy term manner as well as the organizational scope, that gives the institution a benefit by setting up its finances in a way

that works well in a difficult environment as well as meets the requirements of the market while having to guarantee the stakeholders ' aspirations.

1.8.2 Strategy Implementation

Implementation of the strategy is a procedure that comprises of the management of sufficient resources, allocation of the resources coming up with a command chain ad also proposing alternative structures and delegating duties to specific groups or individuals (Pearce &Robinson, 2003).

1.8.3 Functional strategy

Strategies implemented in the functional field of the enterprise like marketing and human resource strategies to support the overall strategy.

1.8.4 Organizational performance

Armstrong (2010) says that effectiveness is often just measured by how much is done, or how many goals are met. Profit growth was used to measure how well the finances were doing in this survey. Financial results is a subjective way to measure how well a business utilized its assets as well as resources to make money. Financial results is how the outcomes of a company's policies as well as operations are measured in terms of money.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter talks about a review of the relevant literature. It talks about both empirical as well as theoretical works. The empirical literature is mostly about how production leadership strategies affect how well a business does. Whereas the theoretical review motivation theories that the research is premised on as well as how they apply to this research.

2.2 Theoretical review

The survey was underpinned by the theories below.

2.2.1 Resource Based View Theory

The RBV says that the company is a distinctive gathering of resources, but the theory says not all of these funds can give the company a competitive edge that lasts. Early supporters of the RBV job of identifying of "additional benefit" funds, like worth, limited supply, uniqueness, as well as non-substitutability (Barney, 1991), uniqueness, longevity, appropriability, complementarity, as well as challenging supremacy (Collis & Montgomery, 1995), as well as the eight requirements of Amit as well as Craftsman (1993), which are complementarity, lack of supply, low trading volume, uniqueness, limited complementarities, appropriability, longevity Extra lately, the three main considerations of value, obstacles to multiple copies, as well as appropriability have taken the place of these competitive advantages (Fahy, 2000).

The RBV literature focuses on the company's view of its key resources and the valuation of those essential resources throughout terms of their ability to give the company a competitive edge that shows up in better performance (Fahy & Smithee, 1999). In very many research, intangible assets as well as functionality have been found to be funds with the three most

important qualities listed by Fahy (2000): valuation, obstacles to redundancy, as well as appropriability (Smart & Wolfe, 2000). The competitive edge attained by these important intangible assets as well as skills is then shown in the company's shareholders' higher results, which is typically measured in monetary terms like increased margins, more revenues, or a greater market shares (Wilcox-King & Zeithaml, 2001).

From the RBV point of view, the strength of the company is that value comes from assets that have certain qualities. But the RBV hasn't focused on the straightforward causal connections among knowledge as well as resources that have the desired property as well as the worth customers think they provide. This means that the RBV hasn't been tested to see if it matches how customers see value. Even though creating value for the clients is a big part of marketing strategies, it's important to understand how reserves look from the patient's point of view in order to progress research as well as make recommendations. There needs to be a clear order that starts with how the customer sees vital resources as well as then goes on to look at what this means for marketing strategies. This theory will be the main anchor of the research because when international airlines start building up the contribution of employees as well as assets, they set up a platform for better efficiency.

2.2.2 Dynamic Capability Theory

Teece et al. (1997) came up with this theory to clarify how the firm can change over time. Teece et al. (1997) define "dynamic capabilities" as resources internally as well as externally that are important for a company to incorporate, learn, as well as reorganize its investments as well as processes to improve effectiveness. This theory says that the distinctions between firms are caused as well as molded by the functionality in their assets. Porter (1991) says that the dynamic capability theory is utilized to explain how the company's functionalities affect how its reserves are rearranged in response to environmental

changes. So, a company can start competing as well as stay in business in a world where things change quickly Pisano(2017)

While the company tries to reorganize its internally as well as externally resources, it is essential to figure out ways to save money whereas the focusing on making activities more efficient as well as effective (Teece 2016). Nonaka and Toyama (2015) say that for an institution to react well to changes in the environment, this must react quickly to market dynamics as well as among competing companies. The theory is useful for the study because it shows how both outside as well as inside resources affect how well an institutions does (Jeng & Pak, 2016). The theory says that an institution that wants to start competing as well as do well in a changing environment could perhaps reorganize its skills to keep up with the changes. Institutions could stay competitive by making sure their core competencies match the competitive dynamics and circumstances. The theory that our research is based on says that dynamic capabilities are strongly linked to how well a business does, as well as that this link is greater in companies with more technological change.

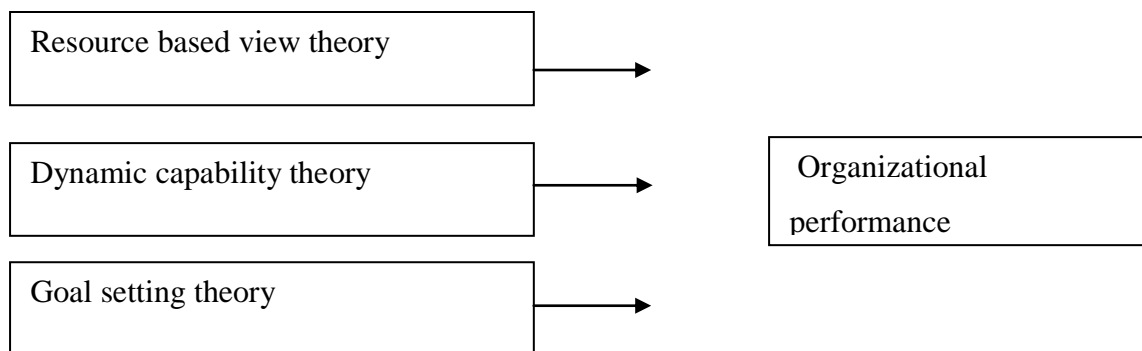
2.2.3 Goal Setting Theory

According to Fred's (2011) Goal Setting Theory, there is a positive link among individual as well as group institution objectives as well as effectiveness within the company. The theory says that how well an organization does depends on how well it sets objectives for it's own. Objectives that are hard to reach are much more likely to help the company do better. An company can also figure out how well it is doing by looking at how well it has met its objectives. (Morelli & Braganza 2012) said that setting goals is an integral part of the leadership in the corporate goal, that's why there are initiatives like management by goals, the management information systems, as well as strategy development. The objective setting theory says that getting employees to work hard is the key to making sure an institution can reach its objectives.

Bipp and Kleingeld (2011) as well as Thorgren and Vincent (2013) say that the goal-setting theory works in all institutions because it can help improve the performance of both teams as well as individuals, which in turn helps the company as a whole. In the corporate world, people are seen as the most important factor in the successes of an institution. The Motivation Theory says that companies can do even effectively when their workers are engaged enough to collaborate towards the company's objectives. Wachira (2014) said that it was important for the workers to make their own objectives. This is since personal objectives give people a reason to work hard. They can look at the goals whenever they want to make sure that they're still getting better. Locke and Latham (2006) say that objectives that are difficult to attain are much more compelling since they necessitate so much tasks.

Figure 2.1:

Theoretical Framework



2.3 Empirical Literature

A review of studies conducted on influence of organizational factors has been undertaken in this part. More specifically, this part has reviewed empirical literature on organizational structures, organizational culture, functional resources, and communication systems.

2.3.1 Organizational Structures

In their research on how institutional structure affects performance, Fadeyi et al. (2015) established that a company's financial and non-financial results are directly impacted by its institutional makeup. In their research of the institutional structures of companies in Austria and China, Hao, Kasper, as well as Muehlbacher (2020) discovered that institutional structure affects performances in both direct as well as indirect ways. They also said that a lot of enterprises should keep making changes to their institutional structures in order to do better in the market. Numerous business institutions' main goal is to be the best at what they do. Efficient strategic creation as well as implementation have indeed been viewed as the main components that must always fit within the structures of the institution (Tavitiyaman et al (2021).

The institutional structure is the big picture on which strategy is built. Pearce as well as Robinson (2020) said that the organizational framework is key to the success of putting strategies into action. Such that the new approach can be put into action, the institution requires to ensure that almost all of the institutional functions it requires are in place. The way the establishment is set up should match the plan that would be utilized. When a company's strategy as well as structure go together, the company does best since the structure has the systems as well as processes that are needed to carry out the strategies (Rumelt, 2021).

But it has also been demonstrated, at the global level, there hasn't been enough study to show whether there is, in fact, empirical evidence to support the idea that companies that have been able to match their strategies to their structure do effectively than those that haven't. In most of the study that has been done, it has only been shown that companies with a good fit among their strategies as well as structure are more able to make a substantive competitive

edge other companies in similar market niche. Companies that don't have a good fit are left open to outside changes as well as internal ineffectiveness (Miles & Snow, 2020).

While decentralisation can be a powerful tool for improving efficiency and output, Marume and Jubenkanda (2014) warned that it should be utilized with caution to avoid adding unnecessary complications to already complex organizations. Consider the centralized organizational structures common among small organizations; in these, the top management retains authority over all other levels. This may be because the organization is still very small on the organic scale. However, due to the scope of their operations, larger and more complicated companies often delegate such responsibility wholly or partially to their lower ranks with more transparent accountability checks.

According to Gilani (2013), in order to maximize the speed and quality of decision-making, the ideal authority and decision-making model for an organization must always have a balance between the centralized and decentralized organizational structures.

Leitao and Franco (2018) provided empirical data linking organizational structure to financial and non-financial performance, evaluated with balanced scorecard methods, demonstrating a positive association between the two. A worldwide multi-business conglomerate's organizational structure would specify the number of levels of management, the degree of authority centralization, and the breadth of the company's horizontal integration. This is described as a multi-faceted framework through which the enterprise as a whole makes decisions about how labour will be divided, including the specific roles people will play in regards to areas of specialization and the establishment of departments. Standardization of processes, formalization, and overall adaptability within the organization are just a few examples of how these different organisational architectures could approach communication and administrative control systems Koufteros et al.(2016).

According to Yang, et al.(2015), compensating for the limited information originating from hierarchical administrative systems or adjusting for the weakened motivation of employees can favourably mitigate the association between centralization and innovation performance in a company. Particularly noteworthy in this discovery is the imperative for such organizations' management to have a firm grasp on how the organizational structure 15 model they adopt affects performance, so that any unfavorable effects can be addressed and progress can be monitored to guarantee that no unnoticed impact goes undetected. This indicates that excessive levels of formalization, which accompany centralization, have the potential to limit performance unless preventative actions are implemented by management.

Akinyele (2011) found that the number of hierarchical layers within the organizational structures adopted by oil and gas marketing companies in Nigeria was positively related to the performance of the respective companies, providing empirical evidence that these structures helped the companies increase their market share. The study found that high-performing organisations in the same industry have clearer organizational structures than their less successful counterparts.

These results are consistent with those of a study conducted by Zachary and Awino (2015), who said that a company's organizational structure significantly influences its ability to reach its objectives, as well as its strategic goals and growth path. Organizations that have achieved strategic alignment for long-term, sustainable, and strategic business growth are characterized by having a structure that is increasingly relevant to their strategic goals. Vertical integration decisions have a detrimental effect on short-term performance results, but result in significant performance benefits across the product life cycle, according to research by Novak and Stern (2018). These results highlight the likely necessity for corporate leadership teams to find a middle ground between decentralization and centralization strategies in order to maintain their businesses competitive into the future.

2.3.2 Organizational Culture

Even though some cultures may seem exclusive to a single company, William and Thomas (2019) observed that there are often similarities across the cultures of different companies. Culture was seen as a source of competitive advantage, and this view was accepted in the current study as well. Despite this, Agawalet al. (2019) argue that culture can be replicated in certain contexts, and it is true that certain organizational cultures need to be present in a small number of organizations in order to produce high levels of performance.

Over a period, different things shape the institutional culture of a nation. Griffin and Pustay (2019) described six things that make up a state's or nation's values: pronunciation, interaction, beliefs as well as ideals, religion, as well as social connotations. These parts work together to form the beliefs and values of a location, that MNEs would have to take into account in their task (Gupta, 2019). In a social system, this determines what each person's role is, how they fit into the structure, but also how easily they can move around. The most important part of this component is the responsibility of household in a community, if the concentrate is just on the nuclear families, as in the United States, or even on the wider family, for instance in Arab as well as Asian nations. In the social structure, we furthermore talk about the difference between individualism as well as collectivism communities. For instance, inside the USA as well as Germany, performances is based on how hard each person works. Conversely, nations such As Japan but also Tanzania are more known for their collectivistic cultures, which put more emphasis on group projects as well as team spirit (Hendry & Kiel, 2018).

Organizational culture is the collective collection of assumptions, preconceptions, virtues, social rules, but also working methods that affect how people in an institution treat each other but also work together to reach institutional goals. (Jones & George, 2021). Cole (2020) says that institutional culture is seen as significance, comprehension, but also making a

constructive meaning that everyone shares. He says that it is a reality-making procedure that lets individual see and fully comprehend certain occurrences, behavior, things, words, or scenarios in different ways.

Culture is a key part of putting a strategy into action. The organizational culture could indeed differ considerably, and one of the main goals of comprehension it is to prevent the risk as well as effects of cultural conflict as well as utilize it to your advantage when putting strategy into action Nyariki, (2020).

Ahmadi et al. (2012) study, Connection among Institutional Culture as well as the Implementation of strategies: Classifications but also Aspects, found that there is enough proof to demonstrate a connection among cultural traits as well as the productivity of an institution Kibe, (2020). The results indicate that clan culture has a big resultant on how strategies are put into place. This result shows how culture is multifaceted and makes successful managers aware of the fact that they need to take into account all the dimensions of culture beautifully in order to use its productive functionalities when putting strategy into action.

According to studies conducted by Abok et al. (2019), corporate culture influences the goals of NGOs in Kenya when it comes to implementing their strategies. Premised on what the report revealed, it was suggested that institutional cultures be pushed to make people more open to putting strategic plans into action at all phases. The research looked at how culture affected the strategy implementation throughout 258 NGOs in Kenya. It found that a critical organizational culture is superior for putting strategic plans into action than just a culture that doesn't work.

Norms, values, beliefs, procedures, and regulations were all listed by Canavan et al. (2010) as elements of corporate culture. The study's results suggested there was no link between

cultural backgrounds and levels of performance. According to Barney and Hesterly (2010), a company should make an effort to identify the elements of its culture that contribute to superior performance. The authors of a study using the Resource Based View of a firm Green et al.(2010) argued that for a culture to deliver higher performance, it should be valuable, scarce, and hard to imitate. Good corporate culture should encourage actions and attitudes that boost revenue, cut expenses, and increase profits. Although RBV was employed, it was determined that this alone would not be sufficient for the purposes of this investigation; so, it was decided to also apply organisational learning.

Muthoni's 2013 survey, Impacts of institutional Culture on Strategy Execution in Kenyan Commercial banks, discovered that 75 percent of Kenyan commercial banks have a culture of vibrancy, free enterprise, as well as creative thinking at operate. Most of these Kenyan commercial banks have embraced cultures which operate well in fast-paced, changing workplaces. The above culture is based on values, procedures, as well as behavioral norms that endorse the corporate purpose. This makes the industry's strategy implementation more powerful as well as efficient. The survey, that utilized both first-hand and second-hand information, found that most commercial banks care more about their institutional culture principles than about their task.

Ahmadi et al. (2012) did a survey by Mehta & Krishnan from 2012, which discovered that large entrepreneurs have strong cultures that give workers a lot of freedom, put a lot of emphasis on teamwork, and also have a straightforward corporate strategy. This makes sure that everyone in the institution is working toward the same goal. Sluggish cultures make it hard for people to dedicate to the strategy implementation procedures because they offer little or no help with strategy implementation which leadership could utilize to get people to commit to carrying out the strategic planning Hiriyyappa, (2009).

With an eye toward better comprehending and testing the connection between organisational culture components and performance, Shakil (2012) examined the effect of organisational culture on managerial practises in Pakistan. Incorporating statistical methods like regression and correlation analysis, the study discovered that cultural characteristics like stability and flexibility had a large impact on managerial techniques.

The effects of company culture on performance management in the insurance sector were studied by Lorraine, Dorai, and Zubair in 2011. Adaptive viewpoint, community, network, mercenary, and fragmented culture were the five foci of the research. Organizational culture was found to have an effect on management styles, according to the research. The study did find, however, that the degree to which performance management was accepted differed between cultures in the workplace.

Aluko (2014) conducted research into the impact of culture on the efficiency of textile firms in Nigeria. Researchers aimed to learn more about the dynamics between culture and other organisational elements, as well as the factors' effects on employee performance. The research, which included qualitative and quantitative methods, concluded that workers from all walks of life seemed to have adopted the industrial ethos. Findings also showed that there was a robust connection between cultural characteristics and commitment, turnover, and satisfaction in the workplace. However, improvements in organizational performance were not a direct result of these cultural factors.

Agwu et al. (2013) conducted research into the impact of organizational culture on performance in Nigeria's National Agency for Food and Drugs Administration and Control and found that a positive culture was significantly associated with higher levels of employee dedication and output.

Abdifitah et al. (2014) conducted research on the impact of company culture on the efficiency of telecommunications companies in Mogadishu, Somalia. The study indicated, using a correlation coefficient, that higher levels of academic attainment positively influenced all three types of organizational culture studied: entrepreneurial, competitive, and consensual. Customer service, risk-taking and communication system, involvement, incentive system, and innovation were found to have a positively significant impact on organizational performance in a study of Software Houses in Pakistan conducted by Fakhar et al. (2014).

Njugi and Agusioma (2014) conducted research on the impact of company culture on productivity in Kenyan non-profit World Vision Kenya. The study used a linear regression analysis to determine whether or not there was a relationship between organizational culture and performance. The results showed that culture had a significant impact on performance through its positive effects on organizational philosophy, work environment, performance goals, and organizational stability. Wairimu (2013) used a case study of Kenya's Wartsila-Kipevu II Power Plant to examine the connection between company culture and output. Organizational values were found to have a greater impact on job performance than the organization itself, contrary to the study's expected relationship. Organizational culture was found to have a considerable impact on organizational performance, but the effect varied depending on the work practices and systems in place. Ng'ang'a et al. (2011) found that every organization had a culture that influenced people's views and conduct at work.

2.3.3 Organizational Resources

Human resources are the most important part of an institution's growth. It is the finances that uses other funding in the best way as well as gets the most out of them. Various factors, such as pay, advertising, the work itself, supervision, connections with co-workers, as well as opportunity for marketing, affect how happy a worker is on the job (Katzenbach & Smith,

2015). HRM practices at a company need to improve workers' expertise, skills, as well as inspiration (Dessler, 2011).

Coventry discovered in 2007 that giving workers more instruction all across their workers keeps their abilities fine as well as makes them more effective as well as efficient. Once staff members don't get the schooling they have to be more fruitful, their work continues to suffer. If those who don't end up leaving on their own to find programs that require assistance as well as development, or if they are fired for poor work, the human resources policies would have an effect on the workers performance in the institution (Mullins, 2011).

Recruitment as well as selection, the development as well as development, not forgetting other HRM procedures are used to get but also keep the workers. The performance reviews as well as rewards and the compensation structures are used to retain workers. Of that kind activities have led to a company's capacity to compete, rise in productivity, improve the work life balance, as well as make more money (Fine, 2018). So, numerous investigators connect Human capital to company effectiveness via HRM practices, such as hiring as well as firing, learning as well as the development, performance evaluation, but also pay as well as benefits (Schuler, 2021). Katouand Budhwar (2020) agree with this discovering. They think that human resources are eligible to pick Information technology that offer better ways to handle information, help with making decisions, as well as improve how they communicate. Companies can use information technology to create robust business models as well as gain a competitive edge (Weill & Vitale, 2018). Sambamurthy et al. (2013) say that companies' information technology administrative solutions give them a place to build the right digitalized procedures but also expertise systems that make them more innovative as well as flexible. Piccoli but also Ives (2020) also say that IT management skills are a crucial

component of how companies could indeed start and keep being successful in a very competitive market.

Opano et al. (2013) performed a research on the county government of Kisii that looked at decentralized government agencies. Investigators found that the most important factors for strategy execution in Kisii County were how stakeholders were involved as well as how much money was available. As such, monetary support are a major factor in how well a strategy is put into action but also how well an institution does.

Sambamurthy et al. (2018) say that IT software packages like Internet computer technology, relationship administration of clients, enterprise systems, as well as procurement management permit companies to hastily spot adjustments, alter their business strategy, as well as quickly react to clients' evolving needs, giving them a competitive favorable position. Information technologies must be seen as electronic possible alternatives generating units since they have the ability to assist businesses grow high levels of core competencies. Most of today's business procedures are either created from scratch or redesigned by using the functional capacity of the existing or new technological advancement.

Bharadwaj observes in 2021 that if a company wants to be able to compete, it needs to be able to obtain, use, as well as handle information technologies well to support its business tasks as well as procedures. Keen (2019) says that if all the IT assets in a company are similar, how these IT assets are handled is what makes a company more or less viable.

Earl (2020) said that the requirement for actions to be more efficient, for transactions to take less time, and/or for expenses to go down has led to the fast adaptation of IT. It has resulted to the establishment of solutions to support businesses become more efficient, which is how ERP happened to come into existence. Quinn et al. (2021) say that

modern technologies could help top management handle the strategic factors to gain a competitive edge with the least amount of transaction fees, which will make it less likely that clients will leave or switch companies.

2.3.4 Communication Systems

Banihashemi (2020) says that interaction is among the major important parts of a partnership, but also it is the job of leaders who are qualified to get texts to their workers. The interaction is a key part of how an organization is set up and how it works. It is the most important way for specialist units at different organizational levels to work together and be coordinated.

As per Neves and Eisenberger (2018) observed the fact that effective communications was linked to a transformation in POS over time as well as that the connection among the leadership administration and the repercussions of exercise was mediated by this connection. In particular, it showed that administration communications influence the performances because it shows that the company genuinely care regarding the well-being of its staff members as well as beliefs what they bring to the table.

An investigation by Kibe (2020) looked at the impact of communication strategies on business effectiveness. These findings were obtained through an investigation utilizing a descriptive researches approaches. Workers were asked to fill out the 132 questionnaire forms. The results of this study demonstrated the significance of either a theoretical as well as a practical application. According to the study findings, effective dialogue is essential for any institution to perform well. There is a rise in communication between all levels of the institution's members before they feel free to provide comments, concepts, as well as critiques

Organizational effectiveness was studied by Uka (2014), who looked at the impact of interaction. The interaction is an essential part of strategy implementation, as well as this

research in Nigeria shows how important it is. There is strong evidence to support the idea that clear and constant communication of the company's strategy improves overall goal achievement.

Researchers in Kenya's horticultural sector studied the impact of employee communication on organizational effectiveness. Flower farms in Kenya were used in this research. According to the KFC directory (2013), there are 14 flower ranches in Kenya, which are all located in Naivasha. The study respondents were 2,460, but only 1888 reacted, resulting in a 76.7 percent rate of return. Tests on the connection among variables were carried out using correlation as well as multivariate regression analysis. According to the findings of the research, effective communication with the institution assists to improve operating effectiveness, which in turn improves the institution's overall effectiveness. Organizational performance was found to be heavily dependent on effective interaction.

For the pharmaceutical industry in Nairobi, Mutisya (2016) examined the impact of communication on implementing strategy between many pharmaceutical firms. Findings from the study show a strong correlation between strategy communications and business success. The vast majority of businesses, on the other hand, rely on lateral channels of communication with no sign about how other levels of the institution feel about the tactics employed. Consequently, the current research aimed to improve institutional success by focusing on communication channels with all interested parties.

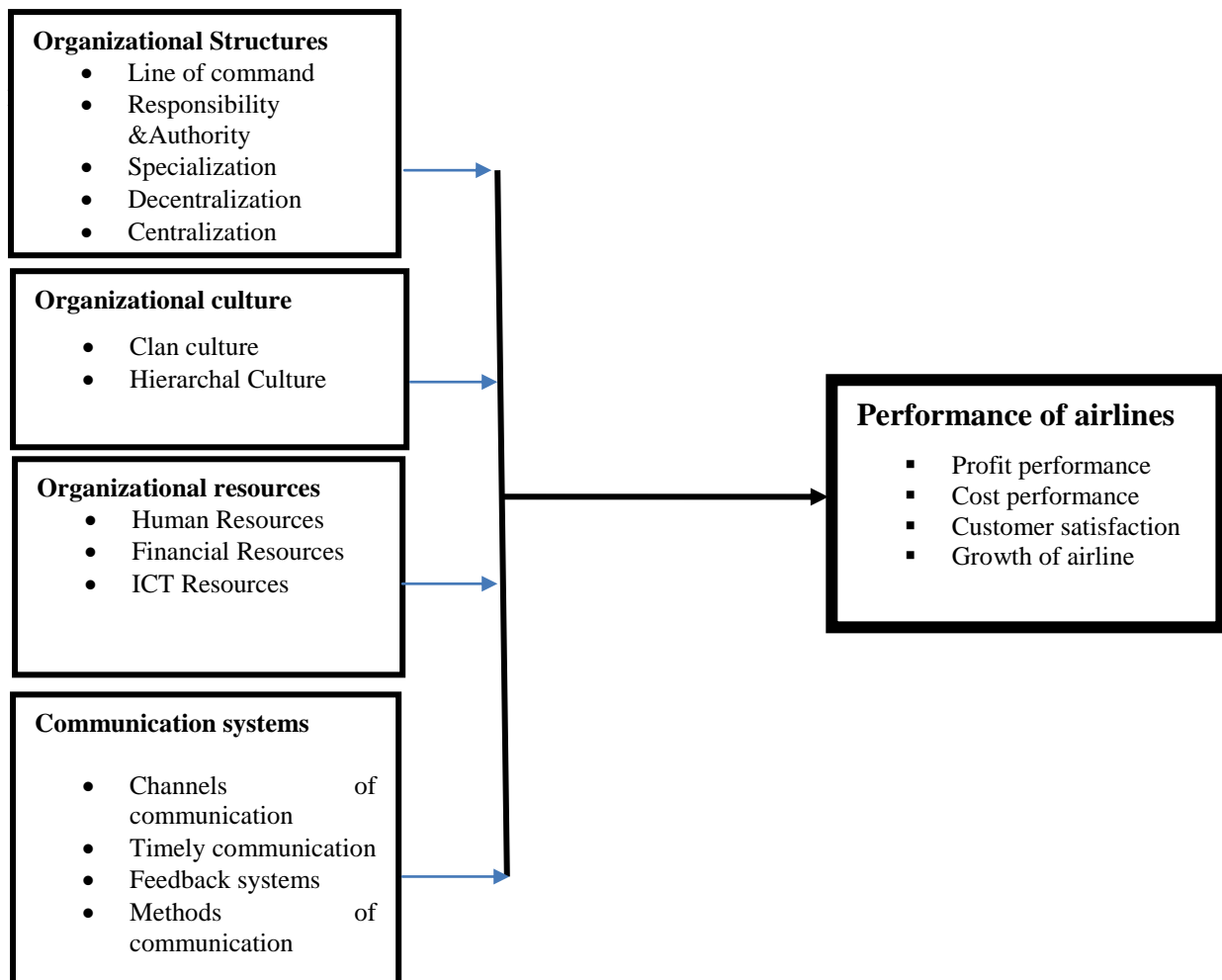
2.4: Conceptual Framework

According to Maxwell (2005), a conceptual framework is a structure or system of theories, concepts, presuppositions, or feelings that inform the objectives of the research study. This framework is developed by bringing together the most prominent points of view in the relevant literature, including theoretical and empirical findings, on a given topic (Imenda,

2014). The conceptual framework of this study shows the connection among the independent variables; institutional structure, institutional culture, organizational resources, communication systems and the dependent variable which is performance of airlines.

Figure 2.2:

Conceptual Framework



Independent variables

Dependent Variable

Source: (Author, 2022)

Organizational structure

Employment tasks are organized in a logical manner using an institution's systematic process. It encourages teamwork as well as the efficient implementation of strategies by bringing individuals around each other (Pearce & Robinson, 2020). Whenever it comes to putting the strategies into operational, the institution's system is considered critical. Heide and others (2012). An efficient organizational structure is required, according to the theory, if an institution wishes to be successful in the implementation of a strategy. Drazin and Howard (2009) assert that an institution's ability to successfully incorporate strategic plans relies on the establishment of an efficient strategy-structure alignments (Noble, 2009). The institution must continually modify their institutional structure in order to keep pace with the changing competitive landscape, they claim. Institutions that are successful invariably adapt their institutional structure based on a perfect strategy so that the institution's strategies can be implemented efficiently, says Schaap (2010).

Organizational Culture

Institutional culture is the collective set of beliefs, preconceptions, principles, social rules, as well as working practices that affect how people in an institution treat each other as well as work together to reach institutional objectives (Jones & George, 2011). Cole (2005) says that corporate culture is seen as connotation, comprehension, as well as making much sense that everyone shares. He says that it is a reality-making procedure that lets individuals see but also understand certain occurrences, behavior, things, words, or circumstances in different manner.

Classifications of corporate culture seem to be kinship culture, hierarchy cultures, market culture as well as hierarchy culture. Clan cultures are just like families, with an emphasis on teaching, taking care of, as well as doing things together. Adhocracy cultures are fast-paced

as well as focused on taking risks as well as coming up with new ideas. The industry has a culture that is focused on competition as well as getting things carried out. Hierarchy cultures are organized and run in a way that puts an emphasis on stability as well as reliability (Tipster, 2013).

Organizational resources

According to Ganley (2020), reserves are what keep institutions going, so it's important to allocate them wisely. The allocation of these funds could be difficult, but cautious exercise could indeed help an institution obtain the assets they require. Innovation, folks, as well as money are all instances of corporate assets. This same growth as well as the expansion of an establishment is dependent on these corporate assets. There is a requirement for funds in order to implement corporate strategy plans as well as strategies, according to Murithi (2019). Lack of resources makes it difficult to put a plan into action. The human resource, mentoring, compensation, funding, etc. are all examples of resources that will be needed for this project. For a strategy implementation, funds must be made available.

Communication systems

As defined by Haiemann (2016), the communication is the act of conveying messages as well as ensuring that one's message is received but also understood by the intended audience. Moreover, it refers to the exchange of data using pre-agreed upon symbols among persons or groups. The act of transmitting data from one group (the sender) to another is known as the communication (message). There are a lot of tiers of communication that are encompassed, from the intra-personal levels towards the organizational levels (Keith, 2019).

2.5 Research gaps

Poor performance of Kenyan economy in the recent past has affected firms operating in the aviation industry Kabare et al.(2019). There has been increase in operation cost and decline in revenue of international airline firms operating in Kenya. Previous studies have concentrated on effect of strategic management on the institutional performances(Awino et al.2019;Amurle&Gakure, 2018;Atikiya,2020; Research by Farida et al.,2018) focused on influence of competitiveness of strategies on the effectiveness of commercial airlines in Kenya. Additionally, studies by Ogaloandand Musyoki (2019) concentrated on implementation challenges by airlines of the aviation sector in the republic of Kenya. There is paucity of studies in Kenya on the influence of selected organizational factors (organizational structure, organizational culture, organizational resources, communication systems)on organizational performance of international airlines in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the survey's strategy as well as methods are laid out. Data gathering, evaluation, as well as presentations are all part of the research plan.

3.2 Research Design

Descriptive research design was utilized for the survey. Investigation that is descriptive gives an exact picture of people, occurrences, or circumstances (Kothari, 2000). As such, the descriptive survey was believed to an excellent way to meet the goals of the survey. Kombo & Tromp (2006) say that the main aim of descriptive research is to characterize the features of the population at hand, make individual forecasts, as well as exam whether or not two things are related.

3.3 Study Population

As defined by Mugenda (2008), a population is a collection of all segments of the demography or stuff with shared attributes. As stated by Kothari (2004), a population includes every item in any given area of study. "The target population for the study were the Management staff and team leaders of the international airlines with a total population of 187.

Table 3.1:

Target population

Category	Target Population
Management staff	50

Team leaders	137
Total	187

Source: (Author, 2022)

3.4 Sample size and sampling techniques

Sampling is any method that pulls findings about the whole population presumed on the measurements of a small part of it (Ethridge, 2004). Connaway and Powell (2010) say that a samples are typically chosen since it is easier but also cheaper to study than the whole demography, or since it might be hopeless to study the whole demography. The participants were selected using stratified random sampling. An equivalent number of people can be chosen from each stratum in this design.

It is the procedure of gathering units (folks, institutions) from the demography at hand so that by analyzing data collected we can fairly make assumptions our findings back to the whole population from which they have been selected. The data set is a portion of a target group. Consequently, the investigator chose a data set that was representative of the demography but with consideration given to the people's capacity to give the categories of data sought via each data collection instrument.

Sampling is a process in which members of a population are chosen to represent an entire population Creswell & Poth, (2017). A sample size of 106 was gotten through the summation of the target population of 18, a 95% confidence level as well as an error of 0.05 using Yamane formulae as given below:

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

Where; n = Size of the sample,

N = Size of the population and given as 187,

e = Acceptable error and given as 0.05

Sample size (n)

$$n = 187 / (1 + 187(0.05)^2)$$

$$n = 187 / (1 + 187(0.0025))$$

$$n = 187 / (1 + 0.725)$$

$$n = 187 / 1.725$$

$$n = \mathbf{106}$$

Table 3.2:

Sample Population

Staff level	Target Population	computation	Sample size
Management Staff	50	$(106 \times 50) / 187$	28
Team leaders	137	$(106 \times 137) / 187$	78
Total	187		106

3.5 Data Collection

3.5.1 Type and Sources of Data

The research utilized first-hand information that was mostly quantitative as well as descriptive. The intention of the research instrument was to find out about the component that impact industry competitiveness. Gall et al. (1996) say that questionnaires are good for research because they get data that can't be seen straight. For example, they ask people regarding their emotions, intentions, behaviours, achievements, and perspectives.

3.5.2 Data Collection Instruments

As per Gall et al. (1996), questionnaires are less expensive and take less time than other ways to gather information. The queries on the questionnaire were both open as well as closed ended, so it was not completely constructed. Close ended questions guided the participants' reply to the questions within given choices, while the open ended questions allowed the researchers to elicit a more in-depth reaction when there were no predefined alternatives for the researchers to choose from.

3.5.3 Data Collection Procedure

The systematic approach to assembling as well as trying to measure information from various sources is known as data acquisition, but also it aims to provide a comprehensive as well as precise view of a particular area of interest. An individual or an institution could answer pertinent questions, evaluate results, as well as forecasting potential likelihoods as well as patterns through the use of data gathering. Kothari (2012) says that information gathering is the procedure of gathering as well as measuring data about variables of the study in a way that allows one to answer declared study issues, testing hypotheses, as well as evaluate results. This research used both second-hand as well as first-hand information. The study gave the queries to the right people so as to gather data he or she required. Since the people who were supposed to fill out the questionnaires had been preoccupied, they were dropped off and picked up later. This made it less likely that people would get in the way of the institution's daily tasks as well as operations.

3.6 Validity and reliability

3.6.1 Validity of the research instrument

Validity is the extent to which the scores actually represent the variable they are intended to. Stokes and Wall (2017), clearly states that validity is the point to which outcome acquired via

the procedures of summation of the information gives a true picture of the phenomenon under study. Validity is divided into two types that is content validity and face validity. Proper way of increasing the possibility of face validity is by conducting pre-test Bryman and Cramer, (2012). The extent to which a measurement captures every social construct's facets is known as content validity. In the research, specialists of investigation, especially line management staff, were consulted to enhance the content validity.

3.6.2 Reliability of the research instruments

Measuring the degree to which a questionnaire of study output is consistent across trials is referred to as its reliability (De &Vaus, 2014). The internal consistency would be used to quantify the report's reliability. Measurement reliability can be assessed using the internal consistency coefficient, which assumes that products measuring similar characteristics will correlate. The consistency that is internal is very commonly measured using Cronbach's alpha. The cronbach's alpha, whose values range from 0 to 1, improves the product's reliability. This reliability coefficient is inappropriate if the coefficient is among 0.6 and 0.7, whereas if the value is 0.8 or greater, it is deemed good Adrian, (2010). Cronbach's alpha of 0.7 was deemed reliable in the research.

3.7 Data Analysis and Presentation

After the questionnaires were stuffed out but also sent back, they were checked for accuracy, categorized, as well as entered into SPSS version 26. The above made sure that the information was correct, matched other details, was registered the same way, was comprehensive, and also was set up in a way that made coding as well as tabulation easier. With entering data, the information that was gathered was written down as well as saved. In data processing, descriptive statistics were used. In descriptive analysis, we used both the relative as well as absolute forms of frequency (percentage). Mean as well as standard

deviation were utilized to figure out where the central inclinations really were how far apart the numbers were. Additionally, data was calculated using Pearson's Product Moment correlation inferential statistics such as , multiple regression analysis as well as the ANOVA.

The multiple regression analysis was specified as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where,

Y = Organizational Performance

X₁ = Organizational Structures

X₂ = Organizational Culture

X₃ = Organizational Resources

X₄ = Communication systems.

ε = Error Term

β₀ = Constant Term

3.8 Ethical Considerations

Human well-being is directly impacted by ethical norms that govern behaviour of people. It is a matter of deciding what is right as well as wrong in terms of conduct (Kothari, 2007). Approval to conduct studies was obtained from the appropriate authority prior to information gathering. In addition, the investigator made certain that the data collected was kept private as well as only utilized for the purposes of the investigation. People have the alternative of not participating in the study, if they so desired. The respondents' decency, confidentiality, as well as interests were shielded. All participants in the study were kept anonymous and the study information was kept private. Every stakeholders involved in the study were allocated credit for their efforts. Bryman (2007) says that it is the author's job to seriously

consider the risk of harm to study respondents as well as how likely it is. The risk of detriment ought to be kept as low as possible. In addition, the researcher obtained research permit from NACOSTI for authorization to collect data.

3.9: Operationalization of Variables

Table 4.3:

Operationalization of Variables

Objective	Hypothesis	Model	Tools of Analysis	When To Reject or Not Reject (Decision)
To determine the effect of organizational structures on performance of international airlines in Kenya.	There is no significant relationship between organizational structure and performance	$Y = \beta_0 + \beta_1 X_1 + \epsilon$ Where Y = Dependent Variable (Performance of international airlines) $\beta_0 = \text{Constant}$ $X_1 = \text{Independent Variable (Organizational Structure)}$	<ul style="list-style-type: none"> ○ Pearson Correlation analysis ○ Regression Model 	Reject when the significance value in the regression coefficients is greater than 0.05 at 95% confidence level
To determine the effect of organizational culture on performance of international airlines in Kenya.	There is no significant relationship between organizational culture and performance of international airlines	$Y = \beta_0 + \beta_1 X_1 + \epsilon$ Where Y = Dependent Variable (Performance of International Airlines) $\beta_0 = \text{Constant}$ $X_1 = \text{Independent Variable (Organizational Culture)}$	<ul style="list-style-type: none"> ○ Pearson Correlation analysis ○ Regression Model 	Reject when the significance value in the regression coefficients is higher than 0.05 at 95% confidence level
To determine the effect of organizational structure on performance of international airlines in Kenya.	There is no significant relationship between organizational structure and performance of international airlines	$Y = \beta_0 + \beta_3 X_3 + \epsilon$	<ul style="list-style-type: none"> ○ Pearson Correlation analysis ○ Regression Model 	Reject when the significance value in the regression coefficients is higher than 0.05 at 95% confidence level

effect of organizational resources performance international airlines Kenya.	of significant relationship between organizational resources and performance of international airlines	Where $Y =$ Dependent Variable (Performance of international airlines) $\beta_0 =$ Constant $X_3 =$ Independent Variable (Organizational Resources)	○ Regression Model	Correlation analysis	the significance value in the regression coefficients is higher than 0.05 at 95% confidence level
To establish the effect of communication systems performance international airlines Kenya.	There is no significant relationship between communication systems and performance of international airlines	$Y = \beta_0 + \beta_4 X_4 + \epsilon$ Where $Y =$ Dependent Variable (Performance of international airlines) $\beta_0 =$ Constant $X_4 =$ Independent Variable (Communication Systems)	○ Pearson Correlation analysis ○ Regression Model	Reject when the significance value in the regression coefficients is higher than 0.05 at 95% confidence level	

CHAPTER FOUR

DATA ANALYSIS RESULTS AND DISCUSSIONS

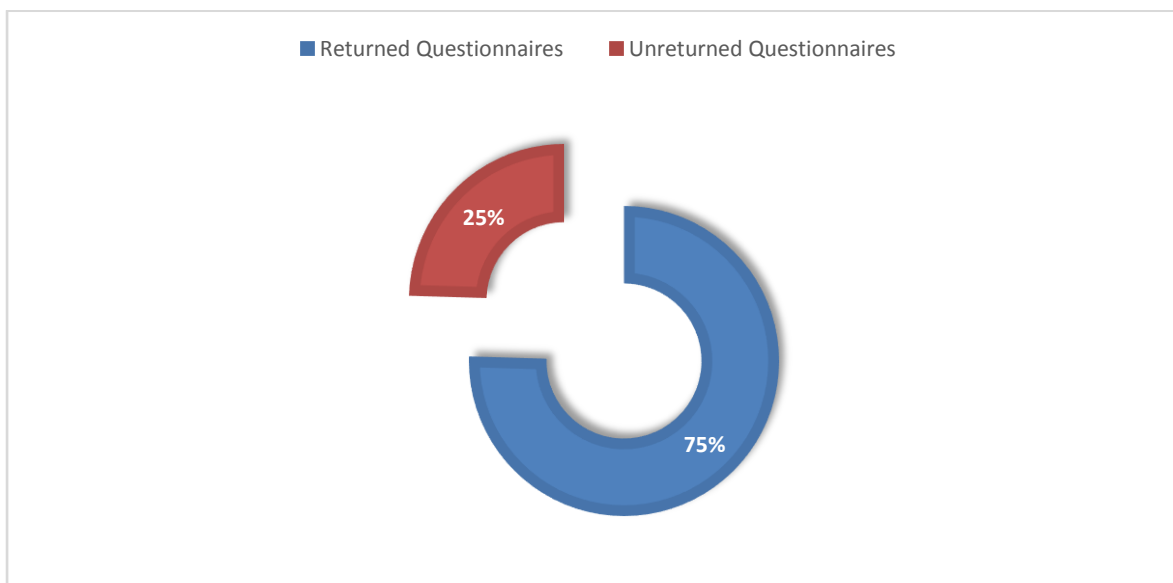
4.1. Introduction

The chapter investigates information on the survey outcome and investigation encompassing the influence of organizational factors on the performance of international airlines in Kenya. Descriptive as well as inferential statistics have been utilized to talk about the outcomes of the research.

4.2. Response Rate

Figure 4.3:

Response Rate



The research's sample were the 106 managers and team leaders in Kenya who worked for international airlines. Out of the 100 questionnaire survey that were sent out, 80 were filled out and sent back. This is a number of responses of 75%. The above response rate was good enough for the investigation to be able to draw conclusions. Weisberg et al. (2006) said that 70 percent of people should respond. Mugenda & Mugenda (2008) say that a rate of return

of 50% is good enough for reporting but also analysis, that a rate of return of 60% is good, and that a rate of return of 70% or more is excellent. Premised on the claim, the rate of responses was thought to be great.

4.3 Validity and Reliability Tests

Cronbach's Alpha, which attempts to measure internal consistency, was used to figure out how reliable the questionnaire was. For a reliability assessment, SPSS version 24 was used to figure out Cronbach's alpha. The value of the alpha coefficient varies from zero to 1, as well as it could be utilized to examine the reliability of involved data from dichotomous or multi-point survey questions or scales at a level of significant of 0.5.

The scale is more dependable if it has a greater value. Cooper & Schindler (2008) say that a reliability values being 0.7 is good. Organizational Resources (=0.833) was the most reliable, accompanied by Hierarchical Culture (=0.801), Clan Culture (=0.769), Communication systems (=0.723), and Organizational Structure (=0.769). This shows that all five scales were accurate because their reliability coefficient were higher than the required minimum of 0.7. (Mugenda & Mugenda, 2008).

Table 4.1:

Reliability Coefficients

Scale	Cronbach's Alpha	Number of items
Organizational Structure	0.711	6
Clan Culture	0.769	6
Hierarchical Culture	0.801	7
Organizational Resources	0.833	5
Communication Systems	0.723	5

Source: Researcher, (2022)

4.4 Demographic Information

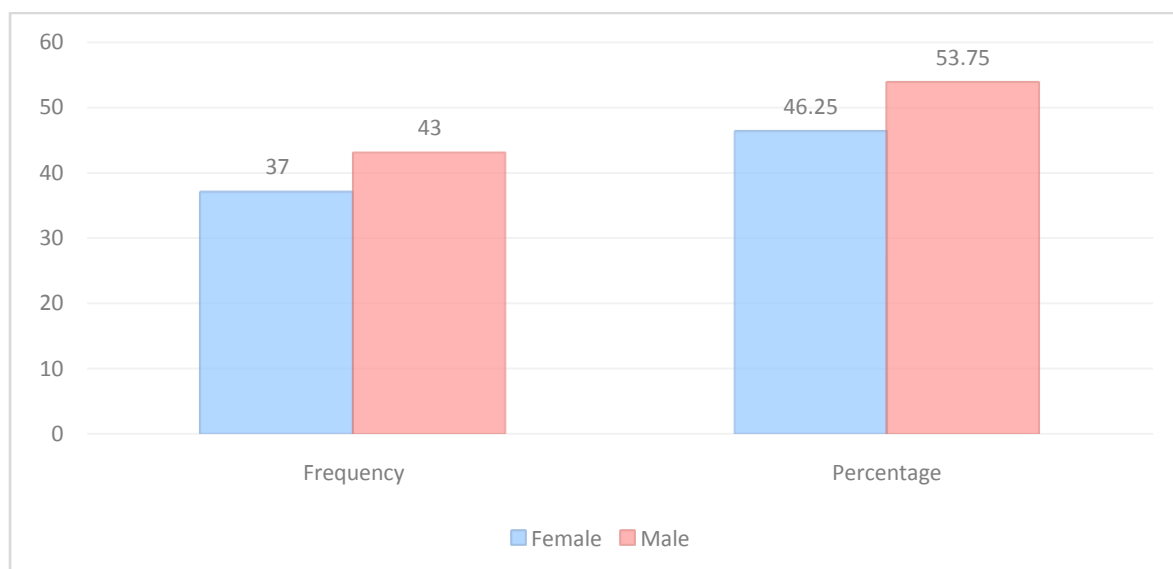
The purpose of this study was to examine the impact of structural and institutional factors on the performance of international airlines operating in Kenya with specific reference to Kenya Airways. Respondents were asked about their gender, job title, years of service, and highest level of education. The results of the investigation are summarised in the parts that follow.

4.4.1 Respondents' gender

The study wanted to find out the gender of the people who took part. In the figure beneath, you can see how the findings of the analysis turned out.

Figure 4.2:

Gender of the respondent



As per the outcome of aggregation, most of the interviewees (43, 53.75%) were male while (37, 46.25%) were female interviewees. The study thus ingrained that there were more male interviewees than the female interviewees but the inequality was not adequate to make up any

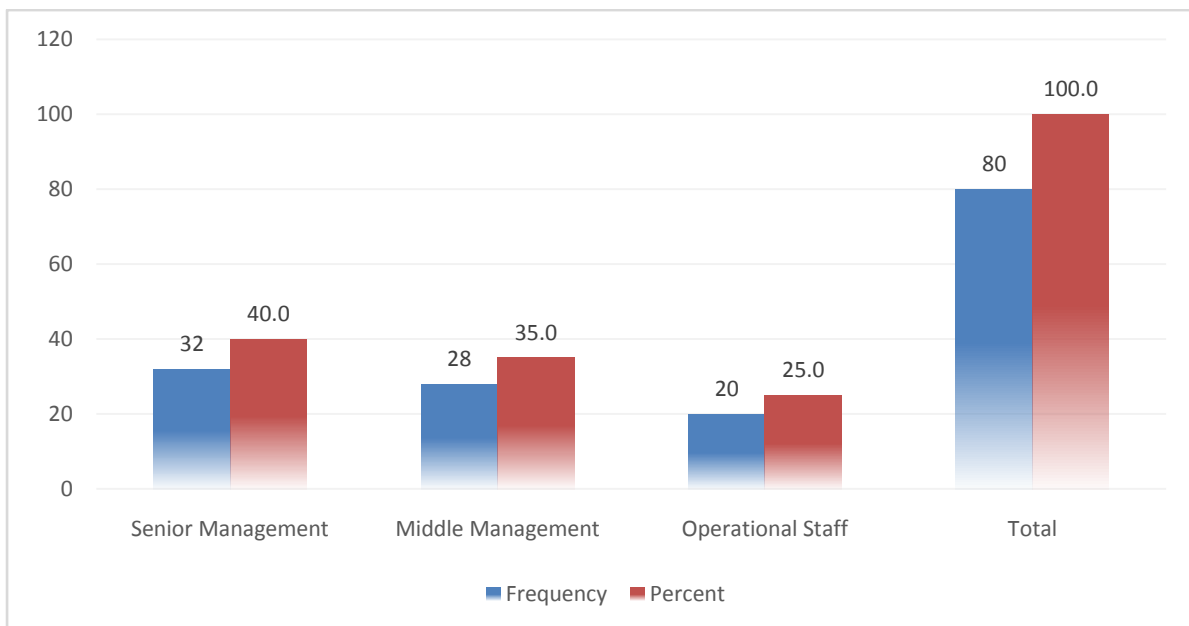
biasness on the survey on the impact of institutional factors on the effectiveness of international airlines in Kenya.

4.4.2: Position in the Organization

The survey wanted to reveal the point to which the interviewees had worked in the international airlines. The outcomes of the analysis are highlighted in the figure beneath as shown.

Figure 4.4:

Position in the International Airline



From the outcome of the investigation, majority (32, 40.0%) of the participants showed that they worked as senior management positions in the international airline. Closely after were (28, 35.0%) respondents who pointed that they worked in middle management in the international airlines. Moreover, as per the investigation it revealed that (20, 25.0%) of the interviewees showed that they worked in operational staff positions in the international

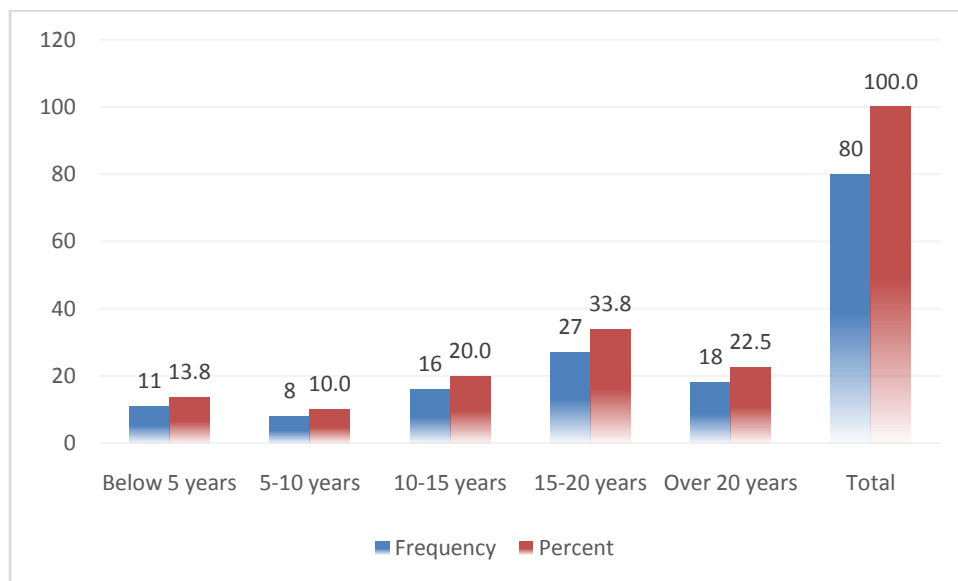
airlines. The study thus inferred that the interviewees were well distributed to avail data on the impact of implementation drivers of functional strategy on the effectiveness of international airlines.

4.4.3 Number of years in Service

The survey wanted to disclose from the interviewees' the duration that they had worked in the international airlines. The outcome from the investigation of findings are highlighted in the figure beneath as highlighted beneath.

Figure 4.5:

Years worked in the Organization



As per the research (27, 33.8%) of the participants showed that they had been in employment between 15 and 20 years. The employees who had been there for over 20 years were 18. This calculated to 22.5% of the total population. Also, 20 percent of participants said they had managed to work for 10 to 15 years, whereas only 11 (13.8 percent) said they had ended up working for less than 5 years. The research highlighted that most of the participants had

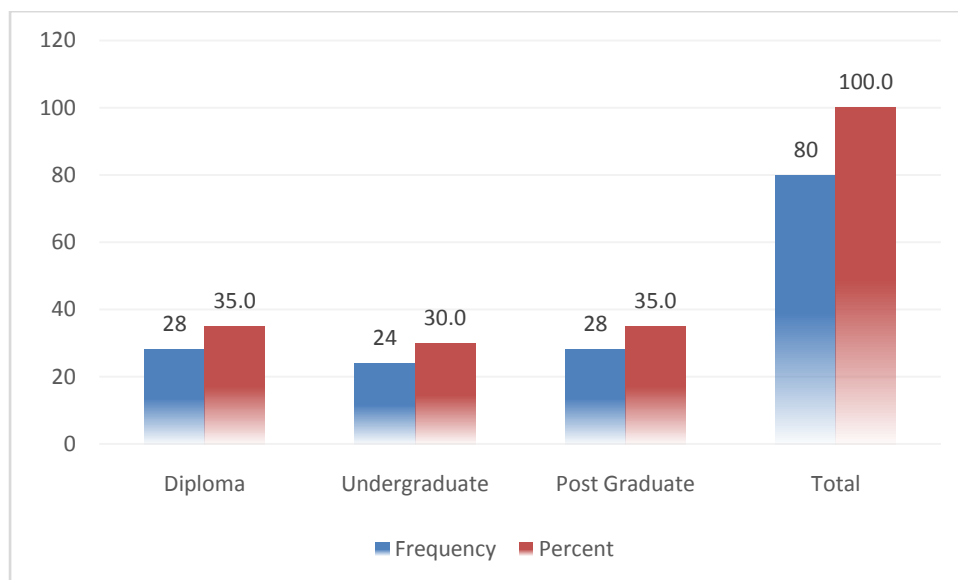
adequate knowledge to avail data on impact of organizational factors on the performance of international airlines in Kenya.

4.4.4 Highest Level of Education

This survey sought to reveal the participants' educational level that was the highest. The outcomes from the calculations are highlighted in the figure beneath.

Figure 4.6:

Highest Level of Education



As per the the research outcome,it was found that that most of the participants (28, 35.0%) showed that they had a post graduate degree as their most educational level. This was intimately preceded by participants (28, 35.0%) who showed that they had a college diploma education level being the highest. The study also established that (24, 30.0%) of the interviewees showed that they had an undergraduate degree. Thus, most of the participants thus revealed that they were well vast with knowledge to offer precise data on the impact of institutional factors on effectiveness of International Airlines in Kenya.

4.5 Descriptive Statistic

The goal of the research was to identify out what effect organizational barriers have on performance. On a five-point Likert scale, the people who filled out the survey were required to rate how they believed regarding different organizational variables. From "strongly agree" (5) to "strongly disagree" (1). Five for "strongly disagree," four for "disagree," three meant "neutral," two for "agree," and one for "strongly agree."

4.5.1: Organizational Structure at International Airlines in Kenya

The survey sought to find out whether institutional structure had an impact on performances of the international airlines. Table 4.3 beneath highlights the outcomes of from the participants.

Table 4.4:

Organizational Structure on Performance of the International Airlines

Statement	N	Mean	Std. Deviation
There is clearly defined line of command for all positions	80	4.8875	.35556
Responsibility and authority for every position is clear	80	4.9250	.26505
There is specialization of work in this organization	79	4.7468	.60908
Decision marking is decentralized so that managers at middle and lower levels can make their own decisions	80	4.2625	1.02801
Decision making is concentrated with the top management	80	4.0125	1.18529
Responsibility for every job is clearly defined	80	4.9625	.19118
Valid N (listwise)	79		

Source: Author, (2021)

Founded on the outcomes from the participants, it was clear that the majority of the interviewees revealed a connection among organizational structure and performance. It was

brought about from the survey investigation that majority of participants powerfully agreed (M=4.963, S.D= 0.191) on the statement; Responsibility for every job is clearly defined. Moreover, a momentous number of the participants were in agreement very strongly (M=4.925, S.D= 0.265) that Responsibility and authority for every position is clear. In addition, from the investigation a significant number of the participants agreed (M=4.888, S.D=0.356) that there is clearly defined line of command for all positions. A significant number of the respondents agreed (M=4.747, S.D=0.609) that there is specialization of work in this organization. Moreover a lot of participants were in agreement (M=4.263, S.D=1.028) that decision making is decentralized so that managers at middle and lower levels can make their own decisions. Ultimately, majority of the participants (M=4.013, S. D=1.185) were in agreement that determination of decisions are done at the top administrative level. From the findings, it was clear that organizational structure has a momentous influence on performance of the international airlines in Kenya

The study findings were in line with a research by Fadeyi et al. (2015) on how institutional structure affects performance, found that institutional structure has a direct effect on both non-financial as well as financial performance in an organization. In their research of the institutional structures of companies in Austria and China, Hao et al. (2020) discovered that institutional structure affects performances in both direct as well as indirect ways. They also said that a lot of enterprises should keep making changes to their institutional structures in order to do better in the market.

4.5.2: Prevalence of Clan Culture at International Airlines in Kenya

The study wanted to ascertain from the participants the connection among clan culture, and performance. The table 4.4 below demonstrates the outcomes of from the participants.

Table 4.5:***Clan Culture on Performance***

Statement	N	Mean	Std. Deviation
Employee participation and involvement is encouraged by the organization	80	4.9750	.15711
Decisions are arrived through consensus and discussion	80	4.6500	.74799
Teamwork and cohesion is valued in the organization	80	4.8125	.57575
Individual initiative is valued in the organization	80	4.8000	.51312
Creativity and innovation is encouraged in the organization	80	4.8625	.41319
Temporary institutions exists in the organization	80	1.9250	1.26065
Valid N (listwise)	80		

As per the study outcomes of the SPSS investigation, most of the participants agreed very powerfully (M=4.975,S.D = 0.650) that employee participation and involvement is encouraged by the organization. A momentous figure of the participants were in agreement strongly (M=4.863, S.D = 0.413) to the statement; Creativity and innovation is encouraged in the organization. The study also illustrated that a most of the participants agreed (M= 4.813, S.D= 0.576) that teamwork and cohesion is valued in the organization. Also noted from the investigation of study outcomes was that most of the participants were in agreement that Individual initiative is valued in the organization. This was highlighted by a mean premeditated of 4.800. The standard deviation calculated of 0.513 showed regularity in the study outcomes. The investigation further revealed that the participants agreed powerfully (M= 4.098, S.D= 0.586) that a lot depends on the efficiency of the subject matter when it comes to social media product marketing efficiency. Conversely, majority of the participants disagreed (M= 1.925, S.D= 1.261) that Temporary institutions exists in the organization. As per the outcomes, it was evidence that clan culture had a momentous impact on the effectiveness of the international airlines in Kenya.

While the study's findings corroborated those of Agawal et al. (2019), they also acknowledged that certain organisational cultures need to exist in a very small number of organisations for it to yield higher performance. Cole (2020) in collaboration also asserted that institutional culture is seen as significance, comprehension, but also making a constructive meaning that everyone shares. He says that it is a reality-making procedure that lets individual see and fully comprehend certain occurrences, behavior, things, words, or scenarios in different ways.

4.5.3: Status of Hierarchical Culture in International Airlines in Kenya

The survey wanted to find out whether hierarchical culture had whatsoever impact on performance. The table 4.5 beneath highlights the study outcomes of from the participants.

Table 4.6:

Effect of Hierarchical Culture on Performance

Statement	N	Mean	Std. Deviation
Standardized decision making is encouraged in the organization	77	4.8571	.42035
Standardized procures exists in the organization	80	4.8875	.35556
Clearly defined responsibilities are provided	80	4.9750	.15711
The Company is operating in a competitive manner to earn profits	80	4.8625	.47049
Emphasis in the organization is goal achievement	79	4.9367	.24504
Criteria of success is based on target achievement by individuals.	80	1.7625	1.19327
Organization competitiveness in the market is key to the company.	80	4.9375	.24359
Valid N (listwise)	76		

From what the survey participants said, it was evident that many of them thought there was a link among hierarchical culture, and the performances. According to the assessment, the vast

majority of participants powerfully agreed (M=4.975, S.D= 0.157) on the statement; Clearly defined responsibilities are provided. The research found out that a momentous amount of the interviewees powerfully consented (M=4.937, S.D= 0.245) that emphasis in the organization is goal achievement. From the research outcome analysis, a momentous figure of the participants strongly agreed (M=4.863, S.D=0.470) that the Company is operating in a competitive manner to earn profits. Also noted from the findings was that the Standardized procures exists in the organization. The above was shown to be correct by the mean, which was 4.888. With a standard deviation of 0.356, the answers from the participants were all about the same. Normalized making process of decisions is welcomed in the company by a large amount of participants (M=4.857, S.D=0.420). From the findings, it was clear that hierarchical culture had a momentous determinant on the performances of international airlines in Kenya.

The study was in line with Opano et al (2013) who performed a research on the county government of Kisii that looked at decentralized government agencies. Investigators found that the most important factors for strategy execution in Kisii County were how stakeholders were involved as well as how much money was available. As such, monetary support are a major factor in how well a strategy is put into action but also how well an institution does

4.5.4: Description of Organizational Resources

The study sought to determine whether there exists a connection among institutional resources on the performances of international airlines in Kenya. The table 4.6 beneath shows the participants outcomes.

Table 4.7:

Effect of Organizational Resources on Performance

Statement	N	Mean	Std. Deviation
Employees are valued as a key resource for the organizational success	80	4.9375	.29095
Employees are well motivated are rewarded	80	4.8750	.36888
Employees are well trained and have necessary skills for their jobs	80	5.0000	.00000
The company has adequate resource to implement various programs	80	4.6000	.70442
Information Communication Technology used by the company has greatly improved operations of the organization	80	4.7625	.60050
Valid N (listwise)	80		

Source: Researcher (2021)

From what the survey participants said, it was evident that majority of participants revealed a connection among organizational resources on performance. It was brought about from the investigation that most of the interviewees were powerfully in agreement (M=5.000, S.D=0.000) on the statement; Employees are well-trained as well as equipped with the requisite expertise for the work. Moreover a momentous amount of the interviewees agreed powerfully (M=4.600, S.D= 0.704) that the company has adequate resource to implement various programs. Also noted from the study outcomes was that a momentous figure the interviewees were in agreement (M=4.763, S.D=0.601) that information Communication Technology used by the company has greatly improved operations of the organization. According to the research outcome, entrepreneurial intention that is fueled by technology is associated with new idea generation as well as creative thinking. As per the research outcome, it was clear that organizational resources had a significant influence on performance of International Airlines in Kenya.

4.5.5: Communication Systems in International Airlines in Kenya

The study sought to ascertain if there is a connection among communication systems, and performance of international airlines in Kenya. Table 4.7 beneath highlights the outcomes of from the participants.

Table 4.8:

Effect of Communication Systems on Performance

Statement	N	Mean	Std. Deviation
The company has distinctly characterized conventional communication channels	79	4.8101	.45506
Timely communication is provided to customers and employees by the company	79	4.7468	.49273
Feedback from customers is encouraged by the company	79	4.6076	.64882
The management acts on feedback promptly	79	3.6582	.90421
Management meetings with employees are encouraged as a way of sharing information	79	4.6962	.62746
Valid N (listwise)	79		

Source: Researcher (2021)

From what the survey participants said, it was evident that majority of the participants revealed a connection among communication systems on performance. From the investigation, the study revealed that majority of participants powerfully consented ($M=4.810, S.D= 0.455$) on the statement; the company has clearly defined formal communication channels. It was also noted that a momentous number of the participants highly consented ($M=4.747, S.D= 0.493$) that timely communication is provided to customers and employees by the company. Also noted from the analysis of the outcomes was that a significant amount of the participants consented ($M=4.696, S.D=0.627$) that management meetings with workers are encouraged as a way of sharing information. In addition, famed from the outcomes was that most of the participants conceded that feedback from customers is encouraged by the company. This was revealed by the mean premeditated of 4.607. The standard deviation premeditated of 0.649 showed similarity in the outcome from the participants. From the findings, it was clear that communication systems have a momentous impact on performance of International Airlines in Kenya.

The study findings were in line with Banihashemi (2020) who asserted that interaction is among the major important parts of a partnership, but also it is the job of leaders who are qualified to get texts to their workers. The interaction is a key part of how an organization is set up and how it works. It is the most important way for specialist units at different organizational levels to work together and be coordinated.

4.6 Relationship between Organisational factors and performance

The correlation among the variables was highlighted by utilizing the linear correlation analysis. The outcomes are conferred in Table 4.8. below as shown.

Table 4.9:

Bivariate Correlation Analysis

		Organi- zation- al Struct- ure	Clan Cultur- e	Hierarch- y culture	Organizationa- l resources	Communicatio- n systems	Organizationa- l performance
Organizational Structure	Pearson Correlation	1					
Clan Culture	Pearson Correlation	.680**	1				
	Sig. (2-tailed)	.000					
	N	80					
Hierarchy culture	Pearson Correlation	.566**	.498**	1			
	Sig. (2-tailed)	.000	.000				
	N	80	80	80			
Organizational resources	Pearson Correlation	.547**	.446**	.816**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	80	80	80			
Communicatio- n systems	Pearson Correlation	.528**	.486**	.827**	.826**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		

	N	80	80	80	80		
Organizational performance	Pearson Correlation	.791**	.771**	.574**	.558**	.543**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the bivariate correlation analysis Table 4.8 reveals that the predictor variables highlighted have had strong positive connection among them at a momentous level of 0.01, and therefore enclosed in the study investigation. Bivariate linear correlation analysis results are shown in the following manner beneath:

Organizational Structure X1 = 0.791*

Clan Culture X2 = 0.771**

Hierarchy Culture X3 = 0.574**

Organizational resources X4 = 0.558**

Communication Systems X5 = 0.543**

As per the study a strong positive as well as significant connection among institutional structure and Organizational Performance (correlation coefficient 0.791**); the findings also reveal a powerful positive connection among clan culture, and institutional performance (correlation coefficient 0.771**). This survey likewise brought about a powerful positive connection among hierarchy culture and organizational performance (correlation coefficient 0.875**). Also established from the respondents a powerful positive connection among organizational resources and institutional performance (correlation coefficient 0.574*). This research also established a strong positive connection among communication systems and organizational performance (correlation coefficient 0.543**). This implies that

organizational structure has the strongest impact on institutional performance while communication systems the least effect on institutional performance of airlines in Kenya.

4.7 Influence of Organisational Factors and Performance

The survey wanted to find out the influence of organizational factors on effectiveness of international airlines in Kenya. The determinants under investigation were: organizational structure, Organizational Culture, organizational resources and communication systems. The regression model was:

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

Where;

α = Constant

Y = Organizational Performance

X_1 = Organizational Structure

X_2 = Organizational Culture

X_3 = Organizational Resources

X_4 = Communication Systems

ε = Stochastic disturbance error term

4.7.1 ANOVA

The analytical model fit was assessed using ANOVA test for regression model significance.

The outcomes are highlighted in Table 4.9 under.

Table 4.10:

Model Validity

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.588	5	5.118	42.024	.000 ^b

Residual	9.012	74	.122		
Total	34.600	79			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Communication Systems, Clan Culture, Organizational Structure, Organizational Resources, Hierarchy Culture

The goal of the research was to determine the validity of the multiple regression model. The validity of the model was evaluated using the F statistic. $F(5, 74) = 42.024, P=0.000$ was discovered to be a valid model in this investigation. All the predictor variables used in this study were found to have a significant impact on international airlines' firms effectiveness in Kenya.

4.7.2 Model Summary

The model summary reveals the overall effect of the predictor variables on performance of international airlines in Kenya. The outcomes from the calculations are highlighted in the table 4.11 beneath.

Table 4.11:

Model's Goodness of Fit Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.722	.34897

a. Predictors: (Constant), Communication Systems, Clan Culture, Organizational Structure, Organizational Resources, Hierarchy Culture

The coefficient of determination as calculated via R-square ($R^2 = 0.74$) reveals that the combination of all the four predictor variables explained 74.0% of the absolute variations in performance of international airlines in Kenya. This implies that the stochastic disturbance error term (ϵ) covers 26%.

4.7.3 Effect of organisational factors on performance of international airlines in Kenya

Multiple linear regression coefficients were calculated and utilized to infer the influence of each organisational factor on performance. The outcome are highlighted in Table 4.11 under.

Table 4.12:

Multiple Regression Variable Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.819	.466		-3.901	.000
	Organizational Structure	.705	.144	.431	4.910	.000
	Clan Culture	.505	.102	.412	4.967	.000
	Hierarchy Culture	.072	.182	.047	.395	.694
	Organizational Resources	.146	.145	.118	1.002	.319
	Communication Systems	-.025	.138	-.022	-.180	.858

a. Dependent Variable: Organizational Performance

From the result highlighted in Table 4.11, organizational structure and clan culture significantly influenced effectiveness of international airlines in Kenya. The result reveals that;

Organizational Performance = -1.819 + 0.705 * Organizational Structure + 0.505* Clan Culture.

The result also shows that the influence of organizational structure is greater than that of the clan culture.

The study brought about that when institutional structure, organizational culture, organizational resources as well as communication systems are zero, the organizational

performance would be -1.819. This means that performance would decrease because the constant is negative. The study also revealed that keeping other elements steadfast, a unit rise in organizational structure would lead to a 0.705 unit increase in organizational performance; a unit rise in clan culture could return a 0.505 unit increase in organizational performance. Conversely, the t-statistics associated with respective regression coefficients showed that hierarchy culture, organizational resources and communication systems had no momentous impact on institutional performance of international airlines in Kenya. This was established by the p values calculated of greater than 0.05 at 95% confidence level (hierarchy culture: $t = .395$, $p = .694 > .05$; organizational resources: $t = 1.002$, $p = .319 > 0.05$; communication systems: $t = -.180$, $p = .858 > .05$ respectively).

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

Conversations in this chapter are based on the outcomes of the investigation as well as the evaluation of that studies. As such, the study's conclusions are dependent on what the research set out to find.

5.2: Summary of Findings

The study targeted 106 management staff and team leaders of international airlines in Kenya. Out of the 100 research questionnaires that were sent out, 80 were completed as well as sent back. This is a return rate of 75%. The return rate was great for the research to be able to draw conclusions. Sure, the analysis highlighted to having more male participants as compared to the female participants, but the difference wasn't big enough to make the research about how organizational characteristics affect the performance of international airlines in Kenya biased. As per the research, most (43, 53.8%) of the participants showed they worked as operational staff in the international airline. The study also showed that (46, 57.5%) of the participants revealed they had worked from 10 and 15 years. From the investigation of the outcomes, it was established that most of the participants (41, 51.2%) indicated that they had a highest educational level being a bachelor's degree.

The first aim of the survey wanted to discover the impact of institutional structures on the performances of international airlines in Kenya. It was clear that most respondents saw that there was a connection among organizational structure as well as performance of International Airlines in Kenya. It was accepted from the investigation that majority participants strongly consented ($M=4.963$, $S.D= 0.191$) on the statement;

Responsibility for every job is clearly defined. It was also revealed that a momentous amount of the participants powerfully consented ($M=4.925$, $S.D= 0.265$) that Responsibility and authority for every position is clear. From the findings in the bivariate correlation, The research brought about a powerful positive connection among institutional structure and organizational performance (correlation coefficient 0.791^{**}). Holding other variables constant, the research found, a unit rise in institutional structure would result in a 0.584 unit rise in organizational performance.

The second aim of the research wanted to reveal the impact of organizational culture on performance of international airlines in Kenya. From the outcomes in the SPSS analysis, most of the participants powerfully consented ($M=4.975$, $S.D = 0.650$) that employee participation and involvement is encouraged by the organization. A momentous figure of the responders were strongly agreement ($M=4.863$, $S.D = 0.413$) to the statement; Creativity and innovation is encouraged in the organization. Hence a powerful positive as well as momentous connection among clan culture and Organizational Performance (correlation coefficient 0.680^{**}).

The third aim of this survey sought to investigate the impact of institutional resources on performance of international airlines in Kenya. As per the reactions of the participants, it was clear that majority of the participants saw that there was a connection among institutional resources on performance. As per the investigation, the research showed that most participants powerfully consented ($M=5.000$, $S.D= 0.000$) on the statement; the workers are well trained and have necessary skills for their jobs. It was also established that almost participants powerfully consented ($M=4.600$, $S.D= 0.704$) that the company has adequate resource to implement various programs. From the bivariate correlation analysis a moderately positive connection among institutional resources and organizational performance (correlation coefficient 0.547^*).

The fourth aim of the survey sought to find out the impact of communication systems on performance of International Airlines in Kenya. As per the reactions from the participants, it was crystal clear that majority of the interviewees saw that there was a connection among communication systems, and the performance. It was brought about from the investigation that majority of the participants strongly in agreement ($M=4.810$, $S.D= 0.455$) on the statement; The company has clearly defined formal communication channels. In addition, it was discovered that a large percentage of those polled were strongly in agreement ($M=4.747$, $S.D= 0.493$) that timely communication is provided to customers and employees by the company. From the bivariate correlation analysis, the findings revealed a stronger and positive relationship ($R = 0.528$, $\alpha = 0.000$) between communication systems and performance of the International Airlines.

5.3: Conclusions

It was concluded that international airlines of Kenya's performance is greatly influenced by factors like structure, culture, resources, as well as communication systems. The human capital is one of the very important resources for a company's growth. Uses as well as maximizes the utilization of other resources to achieve maximum benefit. According to the findings, a variety of factors influence whether or not workers are satisfied at their jobs, including compensation, advancement, the work itself, oversight, connections with coworkers, as well as the availability of advancement opportunities. Stakeholders as well as financial means were found to be the most important factors in strategic implementation. As a result, the resources of an institution have a significant impact on the implementation of strategies as well as the performances of the institution.

The research also concluded that there was a powerful positive correlation among organizational culture and performances. The study established that organizational culture is an important element in enhancing performance. Organizational culture

could indeed vary hugely, but also one of the main goals of comprehension it is to reduce the chance as well as effects of cultural conflict but also utilize it to gain a competitive edge as well as boost efficiency.

The institutional structure as well as fully operational rely heavily on communication, according to the report's results. Integrating but also coordinating the work of various departments at various levels inside the institution is made possible through this framework. According to the findings of the research, an institution's overall performance was enhanced when strategies were communicated consistently as well as clearly to all workers. The international Airlines in Kenya viewed communication systems as a key factor in improving their performances.

5.4: Limitations of the Study

The analyst ran into a lot of problems with the investigation, especially when gathering information. The investigator did this studies with limited funds because there weren't enough funds. A few of the people who gave data were prejudiced because they were afraid of being blamed if the study results were bad.

Participants were instinctually wary as well as uncomfortable when they were asked to take part in a research for which they didn't know what the results would be. To put the participants' minds at ease even more, the researchers discussed what the investigation was about and why it was being done. He also said that the survey was largely academic as well as that any data given will be kept secret.

Because of the responsiveness of the requested data, management deemed it safe and secure and restricted or refused admission as necessary. The information validity as well as reliability may have been negatively impacted or study may have been inconceivable as a result of this error. An introductory letter as well as a promise of confidentiality as well as

assurance that data would only be utilized for educational purposes enabled the author alleviate this risk.

5.5: Recommendations

Consequently, the research suggests that international airlines engage in effective communications networks in order to positively impact organizational performances. In order to gain as well as maintain a market edge, the institutions must develop programs to facilitate digitization as well as information exchange. All levels of the institution should encompass Communication as well as Information in order for effectiveness to be improved by the policy initiatives.

Human capital ought to be a priority for companies, as it helps guarantees that the workers have the expertise, skill sets, as well as abilities necessary to do their jobs well and help move the company forward. Consequently, the findings of the research would have a significant impact on the field of functional strategy, which has a direct influence on corporate performance.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

My name is Christine Watiri, Master of Business Administration student at Kenya Methodist University. As part of the course requirements, I am conducting academic research entitled '*Influence of organizational factors on performance of international airlines operating in Kenya.*' You have been chosen to provide data on the topic under study.

The data provided will be, in its entirety, to be used for the academic purposes only

Thank you for participating in this study.

Christine Watiri

Masters of Business Administration Student,

Kenya Methodist University (KeMU)

APPENDIX II: QUESTIONNAIRE

INFLUENCE OF ORGANIZATIONAL FACTORS ON PERFORMANCE OF INTERNATIONAL AIRLINES IN KENYA.

PART A: BACKGROUND INFORMATION

1. Gender of the respondent

Male [] Female []

2. Position in the organization

Senior management []

Middle management []

Operational staff []

3. Number of Years in Service

Below 5 years [] 5 – 10 [] 10 – 15 []

15 – 20 [] Over 20 years []

4. Highest Education Level Attained:

Primary Certificate [] Diploma []

Undergraduate [] Postgraduate []

SECTION B:

1. Organizational structures

Kindly indicate your level of agreement with the influence of Organization structure on organizational performance. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

	1	2	3	4	5
There is clearly defined line of command for all positions					
Responsibility and authority for every position is clear					
There is specialization of work in this organization					
Decision marking is decentralized so that managers at middle and lower levels can make their own decisions					
Decision making is concentrated with the top management					
Responsibility for every job is clearly defined					

2. Organizational culture

Explain your level of agreement organizational culture and its influence on performance of the organization. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

	1	2	3	4	5
Clan culture					
Employee participation and involvement is encouraged by the organization					

Decisions are arrived through consensus and discussion					
Teamwork and cohesion is valued in the organization					
Individual initiative is valued in the organization					
Creativity and innovation is encouraged in the organization					
Temporary institutions exists in the organization					
Hierarchy culture					
Standardized decision making is encouraged in the organization					
Standardized procures exists in the organization					
Clearly defined responsibilities are provided					
The Company is operating in a competitive manner to earn profits					
Emphasis in the organization is goal achievement					
Criteria of success is based on target achievement by individuals.					
Organization competitiveness in the market is key to the company.					

3. Organizational Resources

Kindly indicate your level of agreement with organizational resource and effect on your organizational performance a. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

	1	2	3	4	5
Employees are valued as a key resource for the organizational success					
Employees are well motivated are rewarded					
Employees are well trained and have necessary skills for their jobs					
The company has adequate resource to implement various programs					
Information Communication Technology used by the company has greatly improved operations of the organization					

4. Communication Systems

Indicate your level of agreement with the effect of Financial Management strategies on your organization performance Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

	1	2	3	4	5
The company has clearly defined formal communication channels					
Timely communication is provided to customers and employees by the company					

Feedback from customers is encouraged by the company					
The management acts on feedback promptly					
Management meetings with employees are encouraged as a way of sharing information					

5. Organizational performance

Kindly indicate your level of agreement with the following with the following with respect to your organizational performance. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

	1	2	3	4	5
The company has consistent increase in profit performance r during the last five year years.					
The company has experienced growth in the number of customers in the last five years					
Increase in the number of customers we serve is an indicator of confidence in the company					
The company has experienced growth in Kenya					
The company is experiencing high cost of operations.					

APPENDIX III: INTERNATIONAL AIRLINES IN KENYA

1. Kenya Airways
2. China Southern
3. Precision Air
4. Air Mauritius
5. British Airways
6. South African airways
7. Swiss International Airlines
8. Turkish Airlines
9. Emirates
10. Air Arabia
11. Rwanda Air
12. Qatar Airways
13. Ethiopian Airlines
14. Air Mozambique
15. Lufthansa
16. Egypt Air
17. Saudi Arabian Airline
18. Etihad Airways