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Strategy Implementation Drivers and Performance of Kenya Airport Authority: A Case of Moi International Airport Mombasa County, Kenya

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ABSTRACT

Amidst ever-emerging airports dynamics that make competition stiffer day-by-day, airports can use variety of strategy implementation drivers to maximize their performance. Kenya Airport Authority developed a five-year tactical plan to improve the overall performance for the company. However, the expected outcomes have not been obtained. Many researchers have pointed out on strategic management process but very few have attempted to prove that strategy implementation can yield better results owning to the fact that Kenya Airports Authority largely contribute to the country's economy. This prompted this research on strategy implementation drivers on performance of Kenya Airports Authority: A case of Moi International Airport, in Kenya's Mombasa County. The following specific goals steered the study; strategic communication, strategic structures, strategic leadership, and strategic resources on performance of Kenya Airports Authority: A case of Moi International Airport, Mombasa County in Kenya. The balance scorecard model, open system theory, transformational leadership theory, and resource-based philosophy served as the study's guiding theories. Descriptive research methodology was employed in the study. 66 respondents from Moi International Airport made up the sample population. Due of the limited population, the researcher utilized a census research design. The information was gathered via a semi-structured questionnaire. A pilot study was undertaken to test and assess the data collection tool's accuracy. Descriptive and inferential statistics were used to analyze the data. The research results were presented using pie charts, tables, and graphs. The majority of respondents agreed with numerous performance indicators, including those for strategic communication, strategic structure, strategic leadership, and strategic resources. Correlation analysis found a statistically significant association between performance and strategic communication, strategic structure, strategic leadership and strategic resources. Further, the model summary revealed that 83.1% of disparity in the performance was due to changes in strategic communication, strategic structure, strategic leadership and strategic resources. A conclusion was made that adopting an excellent implementation driver's yield better organizational performance. The researcher recommended that engaging employees in communication, adoption of a collaborative structure, deployment of strategic leaders, mobilizing and building networks of resources, could do this. The study outcomes will help airports' management in improving their performance and gaining an advantage over competitors. The study's findings will be used as guidance for those who make policies as they come up with rules and regulations governing airports.

Key Words: S*trategic Communication, Strategic Structure, Strategic Leadership, Strategic Resources*

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1.0 Introduction

1.1 Background to the Study

Accomplishments of a company in respect to its set goals is measured by its performance. Considered in the light of the multifaceted and intricate interactions between many aspects, organization performance is a condition of competitiveness obtained by degree of effectiveness and productivity that ensures its strong presence on the market (Dragomir & Panzaru, 2014). The capacity of an organization to obtain and utilize limited resources as efficiently as possible in order to accomplish its operational and strategic goals is referred to as performance (Murugi, 2015). The leadership of the organization has the primary responsibility for achieving performance since they are expected to develop and put into practice strategies that enable the organization to fulfill its objectives and ambitions (Elrehail, Alatailat, Elci, & Abubakar, 2019). To achieve airport performance, all parties involved, from the senior management to the operational staff, must work properly in coordination and cooperation. This is possible through the effective implementation of a strategy, which calls for the administrative components of the organization to have a supportive structure for the strategy, a supportive budget, competent workers in the right positions, a favorable, creative, and responsible work environment having definite performance goals, a helpful internal administrative system, and inspirational leadership that fosters change (Rotich, 2013). Existence of organizations depend on the strategy put in place by the management and the implementation thereof to ensure sustainability and competitiveness. Far if any management team find it challenging to develop a consistent strategy, making sure that it is applied successfully across the entire organization is even more difficult. (Otube, 2014).

Strategy implementation has increasingly captured the attention of many organizations with an aim to improve performance. Vasigh, Erfani, & Sherman, (2014) did a study in United Kingdom, United States and Latin America on performance at the airport and ownership arrangements. The research showed that productivity and efficiency of airports depend on the market power, regulatory control, and competitive conditions in which the airports operate. The study further revealed that promoting a competitive environment or enacting a proper regulatory regime yields substantial benefits. Performance of a firm is related to the utilization of key drivers that should support the strategy. Entrepreneurial structural characteristics and leadership style have a significant impact on how well a plan is implemented. Participation of employees at all organizational levels, not only the plan writers, is identified with successful strategy implementation and organization performance.

In the country of Zambia two researchers , Zombe & Chomba, (2019) , coducted a study on factors characterizing the underperformance of registered airlines. The study shown that high operational costs particularly fuel costs, emergency of low-cost carriers and increase in more efficient foreign airlines, unprofitable routes, low passenger numbers may have influenced the poor performance of locally registered airlines. It can therefore be concluded that if the regulatory framework does not facilitate the development of the sector coupled with government interference, air transport would be negatively affected. The researcher mention that Ethiopian Airlines for instance, is almost 100 % government owned and has been in operation since 1945 and based on current conditions a very successful airline. In Kenya , a study by Odiara , (2015) based on data on the performance of Kenya's tourism industry, Kenyan tourism sector is operating below its potential largely because of the absence of tourism offices and information centers. This has hindered the gaining of important insights into the domestic market. Many other sectors of the economy have invested much in research while the Kenyan tourism industry is largely concentrated on regulating and licensing the industry players. Two years after the devolution of the local tourism function to the county governments, the script is still the same: lack of data on domestic tourism within the counties, and therefore no clear road map with regard to the development of domestic tourism. Kenya airports authority (KAA) is in a dilema and demand outstanding implimentation drivers towards the yearly anticipated performance that never materializes. More so to Moi International Airport (MIA) operated by KAA. It is the country's major tourism airport considering its proximity to coastal beaches and hotels.

1.1.1 Organization Performance

For all organizations, organizational performance is a top priority, whether they are private, public, or for-profit of not-profit (Ireri & Deya, 2019). It helps organizations to often do performance evaluation to identify areas of inefficiency and ineffectiveness. Consequently, areas found to have more opportunities are optimized. Demeke & Tao (2020) defines organization performance as the reflection of an organization to fulfil shareholder's preference and endure in the market. This consist of results of actions and activities carried out by organization members to evaluate if an organization has succeeded in achieving its objectives within a certain time range. Performance is defined by Hasan (2018) as the outcomes or actual output of an organization that may be compared to desired outcomes, goals and objectives. This includes monetary success as measured by returns on investment and earnings, shareholder return as measured by economic value added and total shareholders and market performance for the goods or services as measured by market share and sales. Organizational performance, according to Kombo & Linet, (2014), is defined as the regular activities that an organization engages in to set goals, track progress toward those goals, and make changes as necessary to better effectively and efficiently reach those goals. Finance, customer happiness, internal company procedures, innovation and learning are a few examples of the metrics included. This study measured organization performance using financial measure; revenue generation and non-financial measures; employees' feedback, employees' turnover, efficiency and effectiveness. It borrowed from the balanced scorecard (BSC) approach of measuring organization performance which includes not only financial indicators representing the results of past activities, operational indicators of organizational effectiveness and efficiency serve as the foundation for future financial performance (Demeke & Tao, 2020).

1.1.2 Strategic Implementation Drivers

Due to the significance of strategy execution to organizational performance, awareness of it has recently increased. It is not enough for organizations to formulate plans; as the corporate environment becomes more complex and dynamic, they must also put these concepts into practice. It may be argued that putting strong strategy into place improves performance and offers any organization a competitive edge. However, Nga'ng'a & Deya, (2019) acknowledge that despite spending time, resources and effort developing the strategies, organizations have trouble putting then into practice, which has an impact on overall performance. A number of implementation drivers are critical determinants of a successful implementation of a given organization strategy. Strategic implementation drivers are well-designed infrastructure, composed of different components aimed at translating an organization strategy into an organization action. Each component has its crucial role towards achievement of organization performance.

Since implementing a strategy is the stage of strategic management that presents the biggest challenge, the process can only be successful with the consideration of some drivers that other authors assert are important for organization performance. According to Ramadan (2015), organizational elements linked to successful strategy implementation are known as strategy implementation drivers. Affirmation by Otube, (2014) says that strategic implementation drivers are numerous elements, which may have an impact on how implementation strategies are translated into organizational action. Strategic implementation drivers are specific factors that support effective and efficient strategy execution (Nwachukwu et al., 2019). Communication is one among the key components in the implementation process (Ireri & Deya (2019). It is the timely and seamless flow of information from senior management through operational staffs, via intermediate level management following the set chain of command in a clarity and consistency manner. The extent to which a manager meets organizational objectives depend on his capacity for effective communication with the relevant stakeholders (Herich, 2008). According to Musheke & Phiri (2021) communication is essential for the operation of every organization and therefore Kelvin-Iloafu (2016) conclude that communication is an indispensable organizational developmental tool.

Another important element in the process of implementing a strategy is leadership. As said by (Ramadan, 2015) strategic leadership makes a substantial contribution to putting the organization's strategy into action and overall performance. It is the way through which senior managers, through participative and democratic styles of management, develop organization’s vision that empowers it to stay competitive in an ever-dynamic climate. This is where leaders not only do issue guidance and instructions but also give employees room to contribute their view since employee engagement influence performance of an organization (Mokeira & Mwangi, 2019). Another crucial factor in the implementation process is organization structure. According to Saffarzadeh & Jandaghi (2013), organization structure has a positive influence towards organization performance. Strategic structure is the organization design of communications, decision-making and implementing process. The formal setting up of connections between individuals, tasks and resources in an organization. Ogollah, Bolo, & Ogutu (2011) allude that organizations that are able to produce a match between a strategy of an organization and structure can give that organization a considerable competitive edge over others, while those who are unable to do so leave themselves vulnerable to internal inefficiencies and external changes. Typically, it is believed that an effective strategy implementation depends greatly on the organizational structure (Sorooshian, Norzima, Yusof, & Rosnah, 2010).

Finally, strategic resource is another central component in the implementation process. Variation in performance of organizations in the same industry is attributrable to the resources they posess (Ongeti & Machuki, 2018). An asset that is valuable, rare, difficult to replicate, and ultimately non-interchangeable is referred to as a strategic resource and is often used to capture value and offer a business a competitive edge. The primary tenant of the resource-based philosophy is that increased organizational performance and competitive advantage is attributed by specific configuration and resources development in competitive markets (Elesani, Awino, & Wainaina, 2015). It is important to remember that allocating resources is a core management responsibility that enables strategy execution (David, 2011).

1.1.3 Moi International Airport

Moi International Airport is located in Kenya's Mombasa County, according to Wangeci (2020). Before it was transformed into an international airport in 1979 and given the name Mombasa Airport, the airport was initially known as Port Reitz Airport. Eventually, it was known as MOI

International Airport during Daniel Arap Moi's administration, Kenya's second president. It is run by the Kenya Airport Authority (Oginga, 2021), whose responsibility it is to provide an infrastructure that facilitates aviation services. It is the sole airport that services the coastal region and the nearby settlements, and it is the second largest in the nation. Two passenger terminals are among the four terminals at Moi International Airport. Whereas Terminal 2 only handles international departures, Terminal 1 has both domestic and international departure and arrival terminals. The other two terminals are a general aviation terminal for local flights to local airports, airstrips, and tourist attractions, and a freight terminal for importing and exporting cargo.

It accommodates both domestic and foreign flights. NEOS, Eurowings Discover, Condor, Smartwings, Enterair, Rwandair, Uganda Airlines, Ethiopian Airlines, and Flightlink are just a few of the international airlines that fly to and from the M.I.A. Air Berlin, Bees, Edelweiss, Lot Polish, Qatar Airways, Blue Panorama, and Turkish Airlines were among the airlines that once flew into M.I.A. but ceased operations for unexplained reasons. These flights operate in the regional airports, particularly the international airport in Zanzibar. The majority of the aforementioned airlines are German and Italian. Kenya Airways, Jambojet Ltd, Safarilink, Skyward, Fly748 air services, Jetways, Fly540, and East African express are among the domestic carriers that fly to and from M.I.A. Jetlink, blue-sky aviation and Fly540 were among the local airlines that operated in M.I.A. before ceasing operations due to poor performance in the local market.

All types of travellers use Moi International Airport, including business travelers, vacationers, Very Very Important People/Passengers (VVIPs), Very Important Persons (VIPs), and Commercially Important Passengers (CIPs). This is caused by the fact that Mombasa County contains a statehouse, five-star hotels and conference centers, port facilities, and beaches along the Indian Ocean. Unfortunately, despite all of these factors, the performance of Moi International Airport declined, contrary to what was predicted in KAA's 2014–2017 and subsequent 2018–2022 strategic plans. Increase in passenger and aircraft movement denotes good performance of an airport (Wayman, 2012). Unfortunately, this has not materialized as anticipated due to unclear factors as reflected in the Auditor general’s books for the fiscal year that concluded in June 2020 (Report of the Auditor General on Kenya Airports Authority, 2020).

1.2 Statement of the Problem

Moi International Airport's ideal performance as forecasted in the KAA 2018–2022 strategic plan anticipated increase of passengers to 1.55million, flights to 28,700 and revenue to 1.6billion by 2022. However, the number of travelers through Moi International Airport varied from 1.38 million in 2017, 1.4 million in 2018, 1.58 million in 2019, 1.22 million in 2020, 0.65 million in 2021, and 1.2 million in 2022. From 22,777 in the year 2017, to 25,214 in 2018, 28,755 in 2019, 21,580 in 2020, 15,897 in 2021, and 23,925 in 2022, the number of aircraft changed. In addition, revenue creation declined from 1.70 billion in 2017 to 1.87 billion in 2018, 1.74 billion in 2019, 1.3 billion in 2020, 0.53 billion in 2021, and 1.1 billion in 2022.

Variety of studies have been done in regard to strategy implementation process. Using organizational leadership, structure, culture, and development of human resources, Kerubo, Sitienei, & Otieno’s, (2020) study examined implementation drivers. The study found that characteristics related to strategy implementation had a favorable influence on organizational performance at tea processing facilities in Kenya's Kisii county. Due to the study’s use of agricultural setting, there was a contextual gap. By concentrating on Kenya Airports Authority, which is responsible for providing infrastructure that facilitates aviation services, the current study reduced the contextual weakness.

Ng'ang'a & Jared (2019) study conceptualized strategy implementation drivers using resource accessibility, organization culture, management backing and governmemnt regulations. The study found that performance is positively impacted by strategy implementation drivers. By assessing the effectiveness of a plan using the following metrics, the current study reduced conceptual weakness; strategic communication, strategic structure, strategic leadership and strategic resources. Strategy implementation process has been extensively investigated in Kenya, majorly in small and medium organizations competing in the marketplace. However, Kenya Airports Authority has little to no recorded documentation of its strategic implementation drivers. Because of this, in order to close the conceptual, contextual, methodological, and information gaps, the researcher intends to conduct research to determine how Kenya Airports Authority performance is impacted by strategy implementation drivers.

1.3 Objective of the Study

Any research project should have objectives because they serve as a guide for the investigation. Both general and specific objectives served as the direction for this investigation. The goal of this study is to determine the impact of strategy implementation drivers on Kenya Airports Authority Performance. A case of Moi International airport, in Kenya's Mombasa County.

1. To ascertain how strategic communication affects Kenya Airport Authority performance. A case of Moi International airport, in Kenya's Mombasa County.
2. To examine how Kenya Airport Authority's strategic structure affect performance. A case of Moi International airport, in Kenya's Mombasa County.
3. To assess how Kenya Airport Authority's performance is impacted by strategic leadership. A case of Moi International airport, in Kenya's Mombasa County.
4. To investigate how strategic resources affect Kenya Airport Authority performance. A case of Moi International airport, in Kenya's Mombasa County.

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 Open System Theory

Ludwig von Bertanlanffy (1956) initially proposed theory of open systems. The theory views a system as a collection or mixture of elements whose connections cause them to be dependent on one another. Despite the fact that each system's components might range in complexity, stability, and responsiveness to changes in the system to which they belong (Scott & Davis, 2016). An organization is something that has dependency between the various organized pieces, yet this interdependence has different degrees. According to this theory, every organization is a system made up of numerous interconnected and linking elements that must cooperate to attain the objective as a unit (Waheti & Namusonge, 2020). An organization's structure should be sound enough to aid management in developing plans and strategies to guide growth and problem-solving in the constantly changing environment. Therefore, each component must function as a whole. It is expected of the managers to have a systemic mindset by giving each and every aspect of the company the attention it needs through efficient planning that manages cost, time, risk, scope, and resources (Harrison & Wicks, 2013). However, this does not imply that open systems are without confines that organizations must spend energy in maintenance to ensure control and void of internal and external compromise.

Open system theory informs strategic structure in the sense that organizations adopt a structure that is interrelated and interactive among the top management, middle level management and operational staffs. (Van , 2012), confirms this at the Netherlands Red Cross case study where the decision-making and control were done at the headquarters hence negatively influencing implementation of policies and overall performance. An organization structure that is inclusive and participative makes all staffs feel part and parcel of decision-making process and consequently boost organizational performance.

2.1.2 Transformational Leadership Theory

In his descriptive study on political leaders, James McGregor Burns (1978) was the first proponent to establish the idea of transformative leadership. The process of transformational leadership involves both leaders and followers work together to elevate morale and motivation, which in turn causes changes in both organizations and individuals. It modifies employee expectations and aspirations, as well as values and perceptions. Therefore, a leadership strategy can affect change in both social systems and individuals inside an organization. A transformational leader is intended to elevate their followers' understanding and consciousness to higher standards of morality and behavior, according to (Mulla & Krishnan, 2009). Transformational leaders, according to Khan, Nawaz, and Khan (2016), regard subordinates as individuals and try to enhance their consciousness, morals, and talents by giving their job and challenges meaning. They strive to inspire their followers to be their best selves and guide them toward more significant and worldwide needs and goals. These leaders appear to have a positive and reassuring outlook for the future. According to Shanti (2016), motivation and output of followers are increased through transformative leadership. Therefore, leadership plays a part in transforming the environment of the company to one that is ideal and professional (Paais, 2020).

According to Abazeed, (2018), there are four components to transformational leadership: Taking into account each follower's individual demands, acting as a mentor or coach and paying attention to their wants and needs is known as individualized consideration. Intellectual stimulation refers to a leader's ability to challenge assumptions, take measured risks, and inspire subordinates to think creatively. The ability of a leader to persuade people to work toward a common goal is known as inspirational motivation; and finally Idealized influence, which fosters pride, wins respect, and inspires trust while serving as a role model for moral behavior. Strategic leadership is consequently informed by transformational leadership theory in the sense that employees' concerns, be it personal or organizational, through participative and democratic styles of management are incorporated in the decision-making. Ibrahim & Daniel (2019) affirm this in the results of a study that looked at evaluation of the Leadership's impact on the effectiveness of organizations that leadership positively influence organization performance and organizational survival is dependent on appropriate impact of leadership on employees.

2.1.3 Resource-Based View Theory

Edith Penrose, (1959) was the principal proponent of Resource-Based View (RBV). The ideology views enterprises as resource-rich packages that can be leveraged to implement strategies that produce value and, as a consequence, gain a long-lasting competitive advantage. Resources that are valuable, rare, inimitable and non-substitutable (VRIN) must be located by organizations in order to maintain a competitive advantage (Elbanna & Abdel-Maksoud, 2019). These organizational resources help the company achieve a sustainable competitive advantage that is challenging for rivals to match (Barney, 1991). Researchers such as Barney (1991) Wernerfelt (1984) and Ongeti & Machuki, (2018) among others have advanced the RBV. The theory is of the view that competitive advantage of an organization heavily depends on its unique resources and capabilities at its disposal (Muithya, 2021). A resource is said to be valuable if it bears the condition that utilizes the environmental opportunities and/or risks of an organization. The resource must be unusual, meaning it must be uncommon or unique compared to the organization's existing and potential rivals. The resource needs to be only somewhat imitable: other firms who do not possess these resources cannot easily obtain the valuable and scarce resources owned by an organization. Resources should not be purposefully replicated or substituted, as they are neither important nor unique, and they should be difficult for other businesses to accurately copy.

Resources are both physical and immaterial assets that are connected semi-permanently to the company or organization, according to (Wernerfelt, 1984). Organizations are composed of human capital (skills, experience, insights), organizational capital (formal structure), and physical capital (physical, plant, equipment, technology). anything that may be seen as the prowess or flaw of a certain company is referred to be a resource. Strategic resources of value and rare to find in Kenya Airports Authority are consequently informed by the theory as key implementation drivers towards organization performance as crucial element. The aspect of a resource being valuable and rare is capable of KAA opportunity to enjoy monopoly. Madhani, (2010) confirms that It is more likely that resources that are difficult to transfer or acquire, have a steep learning curve, or need significant changes to the company's environment and culture are exclusive to the organization and, as a result, more difficult for competitors to replicate. Therefore, Recourse Based View theory provided a rationale for analyzing strategic resources as drivers in implementation of an organization strategy for performance.

2.1.4 Balanced Scorecard Model

Kaplan and Norton, (1996) first proposed the Balanced Score Card (BSC). The advocates of the balanced scorecard concept model contend that this strategy offers a potent means of turning a company's strategy and plan into a tool that persuasively conveys strategic purpose and drives performance in respect to established strategic goals. Organizations may create their vision and strategy and put them into action with the aid of the balance scorecard, a management tool. To continually enhance the performance and outcomes of the strategy, it provides input on both internal business processes and external issues. The model has grown in favor as a useful management tool for coordinating staff goals and activities with organizational strategy. By examining strategic vision of a company from four distinct angles; financial, customer, innovation and learning along with internal business process—BSC links performance measurements. Businesses with a clear understanding of their key competencies and a strategy to meet the needs of their clients frequently lead their respective industries. For an organization to succeed and grow, Employee operationalization of corporate strategy, performance evaluation, and achievement of strategic goals are critical skills (Shortell and Kaluzny, 2000).

The balancing scorecard may be used to convey this approach and gauge its level of success (Kaplan and Norton, 1996). Therefore, the components of the balance scorecard are a number of performance indicators that offer a comprehensive picture of the business from each of the four perspectives: a financial viewpoint that takes into account conventional financial metrics like Market share, earnings per share, return on investment or return on assets, and sales growth. A focus on the needs of the client, including metrics of their importance such as responsiveness, performance, pricing, and service; Perspectives on internal business processes, learning and growth, and the future-focused organization's capacity for innovation and adaptation are all included. The internal business processes perspective includes measurements of the vital internal actions and procedures that the business employs to fulfill the expectations of its clients. The model therefore informs performance by focusing on the above prospective that yield enhanced financial gains; better staff engagement with overall objectives, stronger teamwork, and relentless strategy focus (Niven, 2006). Therefore, the Balance scorecard model provided a rationale for analyzing performance of an organization that gives it sustainable competitive advantage over others. The model also informs strategic communication since according to (Musheke & Phiri, 2021) every organization depends on communication to function. Further, (Kelvin-Iloafu, December 2016) assert that communication is an indispensable organizational performance tool. Employees playing a prominent role in the organization's customer representation of its values. As a result, they are in a crucial position to influence whether clients are satisfied and perceive them favorably or negatively. A business must be able to properly communicate its plan to every member of staff in order to be successful and satisfy its clients.

2.2 Empirical Review

2.2.1 Strategic Communication and Performance

According to findings from Kelvin-Iloafu, (2016)'s survey and descriptive research methodology, every organization, regardless of size or structure, must be constructed on the foundation of successful communication. The survey results also showed that everyone agreed on the significance of communication in achieving organizational objectives. A manager's ability to communicate effectively determines how much of the organization's goals he can accomplish, according to Brussow (2021), is supported by this. The downhill pattern of communication was more noticeable than the upward and horizontal patterns. The study was conducted in Nigeria, therefore it's possible that it doesn't accurately represent Kenya's experience. Using 478 respondents, or 57% of the target population, a study by Mapetere & Manhiwa (2021) on how the architecture of communication affects how well a plan is implemented found that strategy communication in Zimbabwe's commercialized State enterprises was ineffective in promoting strategy implementation. The study also demonstrates how poor communication contributes to the inability of commercialized State-Owned Enterprises (SOE) in Zimbabwe to successfully implement their strategies. Musheke & Phiri (2021) suggests that employees are an entity's most valuable resource and that information exchange can boost employees' performance. Therefore, it is crucial to teach every employee how to use communication tools like email messaging because these are the essential However, the study used random sampling method creating a methodological gap. This study used purposeful-sampling method.

Effective communication strategies entail two-way communication between members of the organization. This is as per the conclusion of an analysis of Kenya's ports authority as a case study for Kibe, (2014) investigation into how organizational performance is affected by communication tactic. Businesses with managers that are effective in encouraging their staff to discuss their work, their ideas, and their viewpoints on matters pertaining to goods, services, clients, and the workplace environment create comprehensive cultures that produce results. A key factor in guaranteeing organizational performance is organizational communication (Mitrofan & Bulborea, 2013). The study's use of the Kenya Port Authority created a contextual vacuum, nevertheless. The current study intends to seal that gap by conducting the study in Kenya Airports Authority. An explanatory case study in Indonesia private university by Putri & Syarifuddin, (2017) revealed that there is no such thing as effective strategic communication when it comes to organizing, carrying out, and evaluating the performance monitoring and management system for all higher education institutions. Different forms of control and measurement are applicable in every university and thus a different strategic communication. No one, approved standard strategic communication mode exists. Utilization of a variety of data collection techniques resulted to a knowledge gap. Semi-structured questionnaires were used in the current investigation to gather data.

Three hundred and eighty (380) full-time employees from Bank Melli Iran's 28 different administration divisions participated in a survey study by Monavvariana and Asrib (2012) on the Liaison between the performance of central office workers and efficient organizational communication. The findings demonstrated a substantial affiliation between intra-organizational communication and the adeptness of every bank's administrative staff member employed. The poll employed a questionnaire with 25 questions about employee productivity and 19 questions about communication across organizations. Utilizing non-parametric testing, it was evaluated. Since the study was done in the financial sector, there is still a contextual gap. The present examination focused on the transportation sector.

2.2.2 Strategic Structure and Performance

The Netherlands Red Cross did a case study on organizational factors and impediments to strategy execution within a non-profit organization by van, (2012) using semi-structured interviews revealed that structures are barriers to effective implementation and therefore has a negative relationship on organization performance. Out of seven regions incorporated in the case study, five blamed the aspect of organization structure being unstructured. All decision-making and control was being done at the head office making coordination in the implementation hard and therefore negatively influence organization performance. Since the study was done in Netherland Red Cross, there is still a contextual gap. The present study was conducted in Kenya, Kenya Airports Authority. Using a descriptive-correlative approach to evaluate the data, Saffarzadeh and Jandaghi (2013)'s study on how strategy, structure, and performance relate in the food sectors found out that structure can effectively equilibrate the interaction of performance and competitive strategy. By paying attention to their competitive strategy and structure as implementation drivers for performance, the findings highlighted the importance of improving the function of their supply chain strategy. Organizations who can successfully align their strategy with their organizational structure will have a major competitive advantage over those that cannot, since they will be more susceptible to external changes and internal inefficiencies (Ogollah et al., 2011). The study was conducted in the food business, nevertheless. This research was done in the transportation sector.
A cross-sectional survey by Awino, (2015) examined the organizational design and operational efficiency of large Kenyan manufacturing companies revealed that organization structure positively influences organization performance. The survey covered 102 large manufacturing firms out of 625 manufacturing firms that existed then. A manufacturing firm is considered large if the workers thereof exceed 50. The survey was carried out using non-financial performance criteria to evaluate the link between organizational design and performance, the researcher says, thus it is necessary to conduct a study to determine the effect using financial indicators. This study filled the methodological gap done by this study by using census method. Decentralization in technical and service enterprises encouraged better and more informed decision making, based on survey research on the effect of structure on organizational performance of chosen technical and service businesses in Nigeria (Ogbo, Chibueze, Christopher, and Anthony, 2015). However, only 78 of the 80 respondents who were targeted for the study responded. Both good and negative effects of task routine on worker productivity were noted. Narrow breadth of control and organizational efficiency were significantly positively correlated. To fill the methodological gap raised, this study used census.

2.2.3 Strategic Leadership and Performance

An investigation of how leadership affects organizational performance was conducted by the Coca-Cola business in Abuja by Ibrahim & Daniel, (2019) where 250 out of 505 targeted population responded, revealed that leadership positively influence organization performance. The study further revealed that organizational survival is dependent on appropriate impact of leadership on employees. Nandasinghe, (2020) who says that Leadership is the capacity to persuade others by setting a motivating example affirms this. Additionally it is revealed that organizational effectiveness is achievable through adoption of democratic and participative leadership. However a contextual gap exist since the study took place in Abuja Nigeria. The present study took place in Kenya's Mombasa city to fill the gap.

In Hungary, Karacsony, (2021) conducted a quantitative survey to examine the link between a leader's guiding principles and an organization's success utilizing structured questionnaire to the operational and middle level managers. Following a simple random selection of managers, 376 of the targeted 693 answered. Fifty three percent (53%) of the respondents used authoritarian, 41% democratic, and 6% laissez-faire leadership philosophies. The study discovered a close relationship between organizational success and leadership. The research also revealed that a manager's management approach significantly affected an organization's performance and that managers responded better to authoritarian and democratic leadership styles. By adopting a straightforward random sample procedure, the study highlights a methodological gap. To close the gap, the current study employed purposeful sampling technique.

A combination of explanatory and descriptive survey by Mwendwa, Okibo, & Kyalo (2016) on the affiliation between organizational performance and strategic leadership of the was found to be considerably allied in Nairobi County, Kenya, non-profit organizations, utilizing survey questions and a study interview guide. Employees totaling to 1475 from 378 not-for-profit organizations registered in Nairobi County who were chosen at random participated in the survey. This is affirmed by Mubarak & Yusoff (2019) who says that deficiency of strategic direction at the highest level of the organization is key obstacles towards efficient strategy implementation for organization performance. Strategic orientation, human capital, ethical behavior and organizational oversight were used in the study's conceptualization of independent variables therefore raising conceptual gap. The current study leveraged strategic communication, strategic structure, strategic leadership and strategic resources to close the gap.

To determine how organization's performance is affected by strategic leadership, Wakhisi, (2021) carried out a descriptive study at four public sugar enterprises in Western Kenya. The firms had 917 employees on staff at that time where 269 of them were purposively sampled for the survey. The researcher was targeting at least 68 employees for each of the four state-owned firms. A research interview guide and semi-structured questionnaires were used to collect the data. The research of the publicly traded sugar firms in Western Kenya discovered an association between strategic leadership and organizational performance that is statistically significant. The study however raises a contextual gap since it was done in four state-owned sugar firms in western Kenya. By conducting the research in Kenya Airports Authority's Coast region, the current study closed the gap.

2.2.4 Strategic Resources and Performance

It is a major management mechanism to allocation of resources for strategy implementation aimed at achieving organization performance. (David, 2011). Numerous academics have started their studies to ascertain how strategic resources affect performance. Some results have shown positive influence of strategic resources on performance others negative. Others have shown effectiveness of given kinds of resources having more influence than others do. A study by Hussain & Waheed, (2019) on strategic resources and firm performance in Pakistan established that the essence of an organization to increase more effort in advancing the intellectual capital resources of the employees. The study revealed that intellectual capital resources yield much more than physical and financial capital resources on the organizational efficiency. This study does not imply that physical and financial resources have no influence. They also have their contribution in advancing the organizational performance. The study however raises a methodological gap since it collected data from secondary sources. The current study collected data from a primary source.

Strategic material resources' effects on Kenyan small- and medium-sized manufacturing firms' profits were studied by Murimi, Ombaka, and Muchiri, (2019) using a stratified sample of 183 respondents. The results demonstrated that material resources have a favorable effect on Kenya's small and medium-sized manufacturing enterprises' performance. Natural resources and ICT infrastructure lagged behind effective facility and marketing infrastructure in their ability to affect organizational success. The study also showed that while sales volume and customer numbers were unimportant in forecasting profitability and market share, physical resources were crucial in predicting both metrics. However, the research raises a methodological gap by using stratified sampling method. The current study used purposeful sampling method to fill that gap.

Ongeti & Machuki, (2018) descriptive cross-sectional study on the organizational resources and Kenyan public corporations' performance where ninety-five (95) of them were selected for the study using criterion sampling design revealed significant relationship between organizational resources and organization performance. Resources owned by the organization had an impact on performance variance of eight decimal three percent (8.3%), but other factors that were not taken into account accounted for ninety-one decimal seven percent (91.7%) of the variation in performance. The poll also found that Kenyan state corporations' performance was negatively impacted by the mission as a unique resource. Therefore, there was need for the government of Kenya to review policies of state corporations that enjoy sole mandate to yield positive and not negative results. However, the study's use of a descriptive cross-sectional survey exposes a methodological flaw. To close the gap, the current study employed the census approach.

Gede, Artha, and Gede, (2020) carried out a study that describes how competitive strategy and strategic resources affect business performance in Bali, Indonesia. Employing stratified random sampling, Participants in the study were managers from 149 small and medium-sized businesses, including 114 small businesses and 35 medium-sized businesses. The research discovered a direct and advantageous link between strategic assets and business performance. The research has also shown that strategic resources, through a competitive strategy, have a favorable indirect impact on firm performance. Competitive strategy performs better for businesses when its foundation is made up of more effective strategic resources. For small and medium-sized businesses, it is crucial that strategies be in line with the combination of strategic resources and market dynamics. However, the lack of context stems from the fact that it was completed in Bali, Indonesia. To close that gap, the present study was conducted in Mombasa, Kenya.

3.0 Research Methodology

The study's design aims to minimize mistakes, control erroneous variance, and accomplish the research objective clearly, objectively, accurately, and inexpensively (Asenahabi, 2019). The technique used to conduct a research project is called research design (Mugenda & Mugenda, 2003). An inquiry offers precise guidance for research methods (Creswell, 2009). The researcher's chosen study design was descriptive since it aims to quantify the population's description or opinions and find the link between variables at a particular moment. Information is gathered using a descriptive study design without altering the environment. Kothari (2013) claims that all objects in all fields of research make up a "universe" or "population." The respondents for the research were middle level management both head of departments, section heads and duty officers in Moi international airport totaling to 66 in number. The role of implementation of laid down plans of the organization squarely lies with them.

Sixty six (66) heads of departments, heads of sections, and duty officers made up the study's overall sample size. Therefore, given the limited population, the study used the census approach. The

purpose of a census is to count every single member of the population (Kothari, 2013). Census-based method is advised when a population is small (Mugenda & Mugenda, 2003). Additionally, the study utilized purposive sampling to choose Moi International Airport since the organization structure in the other Airport operated by KAA are homogenous. To collect the first-hand data, a semi-structured questionnaire was used. Kothari (2013) asserts that despite being pricey, the questionnaire is highly helpful in extensive inquiries and can produce trustworthy answers. It gives the respondent enough time to consider their options. Section A of the questionnaire included the respondent's demographic data, and Section B covered the strategic implementation drivers and performance. The degree to which the respondents agreed with the research variables listed on the semi-structured questionnaire was assessed using a five-point Likert scale.
Validity, according to Creswell, (2009), refers to the ability to infer conclusions that are relevant and helpful from an instrument's results. Predictive or contemporaneous, content, and construct validity are the three kinds of validity. To ascertain whether the outcomes are predictive of a particular criterion measure or not, predictive validity is examined. The items' ability to accurately measure the material that they were intended to measure is known as content validity. Finally, yet importantly, construct validity examines if the items accurately reflect fictitious constructs or notions. In order to ensure that the draft questionnaire's content was genuine, the academic supervisor evaluated it together with any ideas and recommendations that were offered. As said by Creswell, (2009), reliability means that the researcher's methodology holds true across several projects and researchers. It was crucial to conduct a pilot test to assess the semi-structured questionnaire's dependability. To ascertain whether the questionnaire would address the study's purpose (Kothari, 2013), a pilot test using purposive sampling was undertaken with 12 heads of departments at Jomo Kenyatta International Airport which is equivalent to 18.18% of the targeted population. According to Zikmund, Babin, Carr, & Griffin (2013), the pilot research should employ at least 10 to 20 percent of the project sample size rather than the study's target population. Reliability also aids in removing instrument defects to provide accurate data from the chosen sample. Cronbach alpha was also computed.
To evaluate the dependability of the research instrument, pilot testing was done. The reliability test was conducted after receiving 12 questionnaires. To assess the internal consistency of the questionnaire, a reliability test was conducted. As seen in table 3.2 below, all variables have Cronbach Alpha coefficients better than 0.7, demonstrating the questionnaire's reliability. Both independent and dependent variables are obtained during data collection for analysis. To dispel any uncertainty regarding the integrity and reliability of gathered information, the researcher gave the respondents, from NACOSTI and Kenyatta University (KU), respectively, a study permit and an introduction letter. Starting the drop-and-pick method of data collecting, questionnaires were distributed to the desired sample. Data analysis, as defined by Burns and Grove, (2003), is a technique for compressing and organizing data to provide conclusions that must be evaluated by the researcher. Qualitative information was applied to content analysis. Polonsky & Waller, (2011) state that content analysis is textual or visually based and that its main objective is to examine how frequently particular words or images appear. After the primary data collection phase with the questionnaires was complete, the data was subsequently examined using multiple regression analysis and Pearson's correlation analysis.
The quantitative information acquired by the study's semi-structured questionnaire was examined using SPSS. Data analysis techniques included using means, standard deviation, and frequency distributions. The researcher further performed a multivariate regression analysis to determine the relationship between the variables. When gathering data, analysis, reporting, and publication

phases, the researcher should uphold the ethical standards and professional behavior (Akaranga & Makau, 2016). The respondents' identities was protected before they took part in the study, and their consent was obtained. The confidentiality of any information submitted by the respondents was guaranteed.

4.0 Research Findings and Discussion

4.1 Inferential Statistics Results

When data from a study are extrapolated to the general population based on the study's sample, inferential statistics are used to derive inferences or implications based on the data. The results are displayed in the manners below and includes regression and correlation analysis.

4.1.1 Correlation Analysis

The research intended to determine how closely the study's independent and dependent variables were related. At a 95 percent confidence level, the Pearson correlation coefficient was calculated.

Table 1: Correlation Analysis

		Strategic communication	Strategic structure	Strategic leadership	Strategic resources	Performance
Strategic communication	Pearson Correlation	1				
	Sig. (2-tailed)					
Strategic structure	Pearson Correlation	.109	1			
	Sig. (2-tailed)	.341				
Strategic leadership	Pearson Correlation	.080	.711**	1		
	Sig. (2-tailed)	.485	.000			
Strategic resources	Pearson Correlation	.223*	.492**	.303**	1	
	Sig. (2-tailed)	.048	.000	.007		
Performance	Pearson Correlation	.641**	.853**	.706**	.836**	**1**
	Sig. (2-tailed)	.002	.000	.000	.000	
	N	**61**	**61**	**61**	**61**	**61**

**Correlation is significant at the 0.05 level (2-tailed)

The results in Table 1 show that there was a 0.641 Pearson correlation coefficient between strategic communication and performance, with a significance value of 0.002, or less than 0.05. This highlights the important connection between performance and strategic communication. Pearson correlation coefficient between strategic structure and performance was 0.853, and the significance level was 0.000, or less than 0.05. This demonstrates a very strong link between strategic design and effectiveness. A substantial correlation between performance and strategic leadership was revealed by the strategic leadership variable's a significance value of 0.000, or less than 0.05, and a Pearson value of 0.706. A substantial correlation between performance and strategic resources was revealed by the strategic resources variable's a significance value of 0.000, or less than 0.05, and a Pearson value of 0.836.

4.2 Regression Analysis

For figuring out how two variables are related, regression offers a model. The relationship between the independent study components (strategic communication, strategic structure, strategic leadership, and strategic resources) and the dependent study factor (performance) can be predicted using it by the researcher. It is typically stated as a linear regression equation.

4.2.1 Multivariate Regression Analysis

The relationship between the independent factors (strategic communication, strategic structure, strategic leadership, and strategic resources) and the dependent variable (performance) was estimated using regression analysis. The results are shown in Tables 2, 3, and 4

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798[a]	.836	.831	.454

According to the results of the model summary, which are displayed in table 2, the value of R was 0.798, which is closer to 1. This illustrates that the independent and dependent variables have a significant connection. R square was 0.836, which was more closely related to 1. The model can now explain more variability. The corrected R square value was 0.831, indicating that there was an 83.1% variation in performance, which was caused by changes in strategic communication, strategic structure, strategic leadership, and strategic resource allocation. This also shows a gap of 16.7%, which represents unstudied factors.

Analysis of variance (ANOVA) was used to see whether there were any significant differences between the means of the four variables. Table 3 shows the outcomes.

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	228.895	4	57.224	111.707	.001
	Residual	30.736	56	.512		
	Total	259.631	60			

Results from Table 3 show that the model was statistically significant since the F statistical value was more than the statistical mean value of 57.224 and was 111.707 instead. Furthermore, the significance threshold was 0.001 less than 0.05.

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.510	.114		4.447	.000
	Strategic communication	.711	.258	1.203	2.756	.000
	Strategic structure	.836	.364	3.197	2.297	.000

Strategic leadership	.757	.420	2.700	1.802	.000
Strategic resources	.809	.119	1.642	6.798	.000

The results provided in table 4 indicate that without the effect of strategic communication, structure, leadership, and resources, performance would be at 0.510. The performance would improve by a factor of 71.1% if strategic communication were enhanced by one unit, according to the regression coefficient of 0.711 for this variable. A strategic structure increase of one unit would result in an 83.6% improvement in performance. An increase in strategic leadership would result in a 75.7% performance boost, while an increase in strategic resources would produce an 80.9% performance boost. The following was the regression equation that was generated as a result;

Performance = 0.510 + 0.711 (strategic communication) + 0.836 (strategic structure) + 0.757 (strategic leadership) + 0.809 (strategic resources)

According to Table 8's findings, the t-value for strategic communication was positive at 2.756 and had a significance level of 0.000. So, this indicates that performance was positively and significantly impacted by strategic communication. Using a significance threshold of 0.000 and a t-value of 2.297, it can be seen that the strategic structure variable had a significant and favorable effect on performance. A t-value of 1.802 with a significance level of 0.000 shows that strategic leadership had a positive and significant influence on performance, and a t-value of 6.798 with a significance level of 0.000 shows that strategic resources had a positive and significant impact on performance.

5.0 Conclusions and Recommendations

5.1 Conclusions of the Study

The results of the study show that companies that apply effective strategic communication may increase overall employee productivity, build a favorable brand reputation in the marketplace, and promote a culture of trust among employees. An organization's culture of collaboration is influenced by good communication at all levels, which helps to guarantee that workers in each department are on the same page. Additionally, when employees have regular contact with management and their coworkers, their morale tends to be stronger. According to the study, organizational strategic structure is crucial since it increases productivity, lessens confusion and miscommunication, and aids people in understanding their tasks. In addition to providing the units by which a company's human and financial resources are distributed, strategic structure also creates organizational boundaries for where and how value is managed and delivered. The ability of a company to adjust to a competitive environment and a constantly shifting agenda is significantly improved by having a strategic structure.

According to the study's findings, strategic leadership enables team members to more effectively direct their attention toward obtaining targeted goals. A strategic leader who explains to their team why reorganization is necessary for success may help them comprehend why reorganization is important for success, enabling them to remain upbeat during the period of significant change. An organization can benefit from a strategic leader who can inspire others to take the lead during a merger when times are uncertain. The study concluded that a strategic resource has a value that the organization desire which might include people or assets that help increase productivity and eventually improves the overall effectiveness or efficiency of a company and can increase the company’s value itself. A resource is helpful to a business if it makes it easier to create strategies that seize opportunities and avoid threats. The strategic resource guarantees that the business will always have the resources to meet its needs, allowing it to continue providing services to its consumers.

5.2 Recommendations of the Study

The report advised the corporation to develop a corporate communication plan after having a organization grasp of its communication objectives and target audience. The necessary communication tools should be made available to the staff, such as instant messaging applications that facilitate communication within the organization. Increase trust in the organizational leadership by being upfront and honest. The organization should encourage frequent feedback in order to uphold communication's crucial components of respect, transparency, and constructive criticism. The study advised the organization to address its operational demands and concerns by determining the most effective approach to do tasks and, if there are underlying business issues, resolving those issues first. The organization needs to make sure that the hierarchy supports the mission, aims, and objectives of the business. Take use of its outstanding skills and build on what is currently effective. At all organizational levels, foster accountability and ownership. After making it’s aims clear, carefully consider any input. Create trust among all stakeholders by establishing open limits that will allow staff to thrive.

According to the study, the organization should decide which situations it wants to be a strategic leader in, as well as what qualities of those situations call for strategic leadership and strategic leadership concepts that might be useful to employees in particular circumstances. As a strategic leader, the organization may engage its workforce using the tactics and guidelines it has found to be most effective, adapt its approach as necessary to account for changing circumstances or collaborate with others, and encourage the team member to provide alternative solutions. According to the report, the organization should create a network of resource suppliers, employ a range of mobilization techniques, and focus on gaining access to resources more than only financial ones. The organization must promote participation from various stakeholders in its operations. The organization can develop resources internally utilizing its own competencies rather than relying on what the government can give.

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