INFLUENCE OF STAKEHOLDERS INVOLVEMENT ON IMPLEMENTATION OF PROJECTS IN THE AVIATION INDUSTRY: A CASE OF KENYA AIRWAYS

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DECLARATION

This research project report is my original work and has not been presented for a degree in any other university.

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DEDICATION

This work is dedicated to my husband Olabiyi who has seen me through my studies and lovely daughters Ayinke and Adunni. They have shown their sincere and relentless contributions towards creating an ideal environment to enable me further my studies.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
ERP	Enterprise Resource Program
HR	Human Resource
KAA	Kenya Airports Authority
KCAA	Kenya Civil Aviation Authority
KQ	Kenya Airways
SPSS	Statistical Program for Social Scientist version
UAE	United Arab Emirates
UNESCO	United Nations, Education Science and Cultural Organization

ABSTRACT

Undertaking a stakeholder analysis can be an important first step in managing the human and social capital resources in the project. In the past, Kenya Airways has faced several challenges because employees were not involved in strategy formulation but were only asked to implement leading to poor performance on the set strategies. This has eventually led to frequent employee go slows which have negatively affected the performance of the Airline. Unless this trend is reversed, future performance of the airline remains uncertain. This study therefore sought to investigate the influence of stakeholder's involvement on the implementation of projects in the aviation industry taking the case of Kenya Airways. The study aimed to achieve the following objectives; to determine the influence of customers involvement in the implementation of projects at Kenya Airways; to examine the influence of employees involvement in the implementation of projects at Kenya Airways; to establish the influence of regulators involvement in the implementation of projects at Kenya Airways and to determine the influence of suppliers involvement in the implementation of projects at the Kenya Airways. The study adopted a descriptive survey research design. The target population of this study was the customers, employees, regulators and suppliers of Kenya Airways. Due to the homogeneity of the target population, the study adopted a sample size of 40 corporate customers. As for the suppliers, the study used purposive sampling to get data from the 10 main suppliers of Kenya Airways. As for the employees; the study used a sample of 25 of them who were sufficient representative of the population. The sample comprised 5 management employees picked by simple random sampling and 20 junior level employees also randomly chosen. As for the regulators the study used census as the number was only 2. This gave a sample size of 77. The study used questionnaires to collect data from customers and employees and interview guide for regulators and suppliers. The questionnaires were administered through drop and pick later method and respondents interviewed at their places of work. Descriptive statistics was used mainly to summarize the data. The regression findings indicate that stakeholders involvement have a positive influence on project implementation. Employees had the greatest influence on project implementation followed by customers. The influence of all these stakeholders was positive as indicated by the positive beta co-efficient. The study results showed that the various stakeholders have an influence on project implementation at Kenya Airways. It was established that customers and their bargaining power, their preferences and tastes have an influence on the implementation of projects at Kenya Airways. It was further established that changes in customer behaviour oftenly influences project implementation.The researcher concluded that all stakeholders ought to be readily involved in project design, implementation, evaluation and enhancement. This ensures that such projects were accepted by these stakeholders without showing any dysfunctional behavior that may seriously impede their success. Firms ought to ensure that their employees are competitively remunerated to avoid labor strikes and squabbles with labor unions that lead to strikes. Additionally, firms ought to readily involve their customers in project development and evaluation so that significant changes in customers` tastes and preferences can be addressed.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

A project is a temporary endeavor undertaken by people who work cooperatively together to create a unique product or service within an established time frame and within established budget to produce identifiable deliverables (Project Management Institute, 2000). Effectiveness of project implementation can be thought of as incorporating four basic facts: time criterion, budget criterion, effectiveness criterion, and client satisfaction criterion (Horine, 2005). A project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended (Flaman and Gallagher, 2001). Projects differ from operations, because operations are continuous and repeating whereas projects are temporary. In addition, operations deliver the same or almost the same results over time whereas project results are in contrast unique.

The planning processes develop the project management plan and the project documents that will be used to carry out the project. The multi-dimensional nature of project management creates repeated feedback loops for additional analysis. As more project information or characteristics are gathered and understood, additional planning may be required. Significant changes occurring throughout the project life cycle trigger a need to revisit one or more of the planning processes and, possibly, some of the initiating processes. This progressive detailing of the project management plan is often called rolling

wave planning; indicating that planning and documentation are iterative and ongoing processes (PMBOK, 2008)

Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications (Slevin, 2009). This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. During project execution, results may require planning updates and re-base lining (Slevin, 2009). This can include changes on expected activity durations, changes in resource productivity and availability, and unanticipated risks. Such variances may affect the project management plan or project documents and may require detailed analysis and development of appropriate project management responses (Manley, 2004). The results of the analysis can trigger change requests that, if approved, may modify the project management plan or other project documents and possibly require establishing new baselines. A large portion of the project‘s budget will be expanded during project implementation (PMBOK, 2008).

According to Fredmond (2000) stakeholders are people/communities who may - directly or indirectly, positively or negatively affect or be affected by the outcomes of projects or programs. Moir (2001) stated that good corporate governance cannot be achieved without the proper participation of all the stakeholders within the organization and that since one of the core functions of any organization is to protect the interest of all stakeholders every Stakeholder has some unique and special role in the organization. The successful implementation of any organization’s projects will be influenced by how well each

stakeholder plays his/her role (Fremond, 2000). However one of the challenges organizations face is to identify who these stakeholders are and to prioritize their interests as organizations often do not have the time and resources to engage with all stakeholders (Fremond, 2000). Differentiating stakeholders into primary and secondary groups will enable an organization to effectively deal with the issues of each group. The next challenge that faces organizations is how to respond to the needs of each of these groups. The use of engagement and especially dialogue is widely considered an acceptable approach to deal with these issues. Stakeholder dialogue is the core of stakeholder engagement as it allows managers to find ways of evaluating, addressing, and balancing stakeholder demands (O'Riordan & Fairbrass, 2008) The process also facilitates the breaking down of existing assumptions, the development of new ways of learning as well as the building of relationships (Preble, 2005).

Globally, stakeholders have been found to be key stakeholders in project implementation. Griffiths, Maggs and George (2007) score the importance of including stakeholders in the joint event on preventing non-communicable diseases in the workplace in China. The study demonstrates that major stakeholders have a key role to play in the continuing development of workplace initiatives to tackle lifestyle related disease. Involving different stakeholders has been found to be advantageous for projects as different stakeholders bring different perspectives, skills, understanding, and resources to the relationship and this must be recognized as strength. Griffiths, Maggs and George (2007) note that customers' involvement in project implementation ensures that the output generated by the project is

readily acceptable by the customers hence project success. It ensures that the output is in line with the needs and wants of customers hence promote their acceptance.

In working together, stakeholders should utilize these differences in the building of strong and effective interventions. According to Friedman and Miles (2006), a consequence of the growth of interest in stakeholder management has been a simultaneous expansion of different perspectives of stakeholder involvement. Employees form a special group of stakeholders in project implementation because of their day to day involvement in project execution. Therefore involving employees in project implementation ensures smooth project execution as it reduces resistance among staff. The employees will give full support to the project undertaken hence promote the attainment of project objectives.

Olander and Landin (2005) realized that stakeholder involvement is important to project outcomes, and recognition. This is especially so when it comes to industry regulators as they set the policies and regulations which the project has to be carried out. Stakeholders involvement ensures that the project is conducted within the provisions of the law hence improve public acceptance. Hughes (1998) argues that timely and broad based stakeholder involvement is a vital ingredient for effective project performance, as it is for project planning, appraisal and development in general. Involvement of suppliers is crucial for project implementation as they are the ones who supply the inputs for project implementation. Involvement of suppliers ensures that the lead times are taken into account when preparing for project timelines especially on deliverables.

In an organizational setting, the key stakeholders include: customers, employees, regulators, and suppliers. The customers determine project success because all the efforts of an organization are geared towards attracting and meeting their expectations (Flaman and Gallagher, 2001). Customers have their expectations of the kind of service or goods they expect from an organization. After consumption of the service or goods produced by a company, customers compare their experience with their expectation which then they use to draw conclusions as to whether their expectations have been met, surpassed or net met at all. As an open system, customers provide an avenue where the outputs of an organization are consumed to encourage the organization to produce more.

Other key stakeholders in project implementation comprise the employees engaged by the organization. These include employee's skills and experience that enable them to deliver on a given organizational task, all activities in an organization are performed through employees (Olander & Landin, 2005). Therefore, in order for any project to be successful, it is important that employees are incorporated all the way from project formulation so as to reduce the levels of resistance during project implementation stage. Failure to include employees may lead to high resistance during project implementation thus failing to deliver on project objectives.

Regulators play a key role in project implementation. They regulate the way an organization conducts itself in order to ensure that it does not cause harm to the general public (Friedman & Miles, 2006). Regulators will always set rules which organizations have to adhere to. Any action which is found to be ultra-vires to the provisions has spelt out

consequences which may mean even project termination (Preble, 2005). Suppliers play a key role in project management. The quality of the supplies, timeliness in supplying and factoring all these in project planning helps reduce friction and delays when implementing a project.

Kenya Airways was established in February 1977 following the break-up of the East African Community and subsequent disbanding of the jointly owned East African Airways. Kenya Airways mission is to provide highest level of customer satisfaction, enhance highest safety standards and maximize employee satisfaction. To achieve this, the company has over the years invested in different projects that will improve its performance and its customer satisfaction. The organizations has undertaken the Pilot training programme The airline has set up a training centre called the Pride Centre that offers engineering, cabin crew and passenger handling skills at its Embakasi headquarters. Kenya Airways also sends Ab-initio pilot recruits to training schools at Port Alfred in South Africa and Addis Ababa in Ethiopia (Kenya Airways, 2014). The Airline has also been involved in Aircraft acquisition projects that have seen it acquire the Boeing aircraft that made it possible for them to serve more of its customers.

1.2 Statement of the Problem

Lukaitis and Cybulski (2005) propose a set of stakeholder attributes for assessing potential stakeholder influence of power, legitimacy and urgency. A stakeholder can have the power to impose its will on the relationship. The power of stakeholders may arise from their ability to mobilize social and political forces, as well as from their ability to withdraw

resources from the project organization (Post et al. 2002). Legitimacy can be defined in terms of stakeholders who bear some sort of risk in relation to the organization, be it beneficial or harmful. The dynamic character of stakeholder influence is covered by the term urgency, which is defined as the degree to which claims (or stakes) call for immediate attention. At any given time, some stakeholders will be more important than others. Concerns and priorities change over time, new classes and configurations of stakeholders appearing in response to changing circumstance (Jawahar& McLaughlin 2001).

Kenya Airways as an organization runs several projects at any one given time in its quest to ensure delivery on its mandate. For instance, following increased competition on the international routes and frequent employee go slows, it has been difficult for the airline to achieve its set objectives. This drove KQ to launch three key routes in the year 2014: Livingstone in Zambia; Abu Dhabi in the UAE; and Blantyre in Malawi (KQ, 2014). In addition, the Company closed some routes which were found un economical to run. The closed routes include: New Delhi, Abu Dhabi, Ouagadougou, Ndjamena, Malabo Bangui, Kisangani, Rome, Muscat, Cairo and, Istanbul. This was done in order to reduce the operating expense of the airline. In the financial period ended December 2014, the Airline recorded an operational loss of over Ksh. 10 billion meaning that unless it re-strategizes to deal with operational challenges, it may face bleak future. One of the strategies adapted to the acquisition of new fleet of aircrafts which are more efficient. For the year ending June 2013, the Airline reported a loss before tax of Ksh. 10,826 billion (KQ, 2014). The loss decreased to Ksh 4,861 billion by June 2014.

Following increased competition and operational losses registered in the financial period 2014/2015, the Airline launched a customer delight project with the aim of finding ways to delight customers so as to create customer loyalty and a training course known as living the brand that will create relationships which will build customer preference, loyalty and employees to make and keep promises to the customer and the airline (KQ, 2014). In the past, the Airline has faced several challenges because employees were not involved in strategy formulation but were only asked to implement leading to poor performance on the set strategies. This has eventually led to frequent employee go slows which have negatively affected the performance of the Airline. Unless this trend is reversed, future performance of the airline remains uncertain. This study therefore seeks to investigate the influence of stakeholders in the implementation of projects in the aviation industry: a case of Kenya Airways.

1.3 Purpose of the Study

The purpose of the study was to investigate the influence of stakeholder's involvement on implementation of projects in the aviation industry: a case of Kenya Airways.

1.4 Objective of the Study

The study aimed to achieve the following objectives:

1. To determine the influence of customers involvement in the implementation of projects at Kenya Airways
2. To examine the influence of employees involvement in the implementation of projects at Kenya Airways

3. To establish the influence of regulators involvement in the implementation of projects at Kenya Airways
4. To determine the influence of suppliers involvement in the implementation of projects at the Kenya Airways

1.5 Research Questions

The study was guided by the following research questions:

1. In what ways do customers influence the implementation of projects at Kenya Airways?
2. How do employees influence the implementation of projects at Kenya Airways?
3. In what ways do regulators influence implementation of projects at Kenya Airways?
4. How do suppliers influence implementation of projects at the Kenya Airways?

1.6 Significance of the Study

It was hoped that the findings of this study would be of importance to the management of Kenya Airways and other corporate organizations as it would provide knowledge on what role the different stakeholders of the organization play in ensuring that the successful implementation of the study.

The findings of this study may also be of importance to the project management policy makers as the findings would enable them to develop that may enable the stakeholders play their role effectively and thus contributing to the successful implementation of the project.

Finally, the outcome of this study may contribute greatly to the scholars and researchers by providing literature on the role of stakeholders and the implementation of projects. The findings of the study will also provide the basis on which further research can be done on the role stakeholders and project implementation.

1.7 Limitations of the Study

One of the limitations the researcher encountered was reluctance among target respondents in giving information. This is because the information needed was sensitive and thus the respondents feared that it might be used against them. The researcher assured the respondents that the information given was used for research purpose only and their identity was held confidential.

The researcher was faced with the difficulty in accessing top level management of the organization owing to their busy schedule. The researcher addressed the limitation by using emails and also leaving the questionnaires at the respondents' place of work to be collected after they are fully filled.

1.8 Delimitation of the Study

The focus of the study was on the role the stakeholder play in the implementation of projects in the aviation industry: case study of Kenya airways. The study limited itself on four key stakeholders' category including customers, employees, regulators and suppliers. Through their contributions in project implementation, they affect the success of project

performance. The study used Kenya Airways as the case study. The respondents included: customers, employees, regulators, and suppliers.

1.9 Assumptions of the Study

The study assumed that the respondents were knowledgeable on project implementation at Kenya Airways and that they were also knowledgeable on the role they play. The study also assumed that the respondents were cooperative and honest in giving the required information and were free of fear or intimidation when giving feedback.

1.10 Definitions of Significant Terms

Aviation Industry: Refers to the business sector dedicated to manufacturing and operating all types of aircrafts

Customers: Refers to an individual or business that purchases the goods or services produced by a business. For the purposes of this study, a customer shall include individuals or corporate that flies on Kenya Airways Flights.

Employee: Refers to a person employed by an employer, and includes any lessee who is charged rent, or who pays rent for a chair, booth, or space; Who does not use his/her own funds to purchase requisite supplies does not maintain an appointment book separate and distinct from that of the establishment in which the space is located

Project Implementation: is the phase where visions and plans are translated into actions.

Regulators: a person or body that supervises a particular industry or business activity. For the purpose of this study, the regulators will include Kenya Civil Aviation Authority and Kenya Airports Authority: A party that has an interest in an enterprise or project. The

primary stakeholders in a typical corporation are its investors, employees, customers and suppliers

Stakeholders: Refers to a person or group or organization that has interest or concern in the organization

Suppliers: Refers to a person who supplies goods or services. For this study, suppliers will include fixed and non-fixed asset suppliers.

1.11 Organization of the Study

The study is organized into five chapters. Chapter one is introduction capturing background to the study in which the contextual and conceptual issues are highlighted, statement of problem, purpose of the study, objectives of the study, research questions, significance of the study, limitations, delimitations and operational definition of significant terms.

Chapter two is on literature review covering empirical and theoretical literature on the role of stakeholders and the implementation of projects. The chapter summarizes studies that were assessed and provides a foundation upon which the findings were discussed and conclusions drawn. The chapter covers project implementation which is the dependent variable then proceeds to discuss the independent variables including customer involvement, employee involvement, regulators involvement and supplier involvement. The chapter also presents the theoretical framework where it discusses the theory on which the study is anchored. It then presents the conceptual framework in a diagrammatic form showing the relationship between stakeholders and project performance. It then presents the research gaps and a summary of the literature review.

Chapter three covers research methodology, the subsections are research design, target population, sampling procedure, description of research instruments, validity and reliability of research instruments, methods of data collection, procedures for data analysis, operationalization of variables ethical considerations and operationalization of variables. Chapter Four presents data analysis, presentation, interpretation and discussion of study findings while chapter five covers summary of the study, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysts and authors. This chapter reviews literature with respect to project implementation. The chapter covers project implementation which is the dependent variable then proceeds to discuss the independent variables including customer involvement, employee involvement, regulators involvement and supplier involvement. The chapter also presents the theoretical framework where it discusses the theory on which the study is anchored. It then presents the conceptual framework in a diagrammatic form showing the relationship between stakeholders and project performance. It then presents the research gaps and a summary of the literature review.

2.2 Empirical review

Several studies have been done on the influence of stakeholder's involvement on implementation of projects both international, regional and locally. This study reviewed the influence of stakeholders from policy formulation perspective.

2.2.1 Project Implementation

Effective project implementation is looked at in many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facets. A project is generally considered to be

successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. As noted by Schultz, Slevin & Pinto (2009), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success and failure.

Beck (2006) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Further, Manley (2004) states that the degree of management support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. For the purposes of classification, the factor Top Management Support refers to both the nature and amount of support the project manager can expect from management both for himself as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

Durlak & DuPre (2008) studied implementation matters by conducting a review of research on the influence of implementation on program outcomes and the factors affecting implementation. The first purpose of this review was to assess the impact of implementation on program outcomes, and the second purpose was to identify factors affecting the implementation process. Results from over quantitative 500 studies offered strong empirical support to the conclusion that the level of implementation affects the outcomes obtained in promotion and prevention programs. Findings from 81 additional reports indicate that there were at least 23 contextual factors that influence implementation.

The implementation process was affected by variables related to communities, providers and innovations, and aspects of the prevention delivery system like organizational functioning and the prevention support system in terms of training and technical assistance.

Aas, Ladkin & Fletcher (2005) examine a collaborative approach to the relationship between heritage management and tourism development in LuangPrabang, Laos. The purpose was to examine stakeholder collaboration and management roles as well as the interdependence of the heritage conservation and tourism development. The research examined a UNESCO/Norwegian government project, aiming to promote collaboration between heritage conservation and tourism through stakeholder involvement. Five aspects were explored: channels of communication between the heritage and the tourism groups, generating income for heritage conservation and management, involving the local community in decision making, involving the local community in tourism activities, and an assessment of the extent and success of stakeholder collaboration. The study reveals that many of the failures of the project may not be because of fundamental flaws in the initiative

itself but in its application within the specific environment, exacerbated by the wider problems of developing countries. The broader historical, political, and economic conditions exert a powerful influence on the overall tourism development process (Tosun, 2000). With regard to establishing channels of communication between the heritage and tourism groups, it is clear that in Luang Prabang, neither the public nor the private sector was accepted responsibility for beginning dialogue. Considering Laos political system, it seems appropriate that authorities at a higher level should initiate such action, and at the local level the stakeholder workgroup could assume this responsibility.

Another study by Bryson & Bromiley (2013) examined Critical Factors Affecting the Planning and Implementation of Major Projects. This exploratory study reports the results of a quantitative cross-sectional analysis of 68 case descriptions of major projects. Variables describing the context of the projects, project planning and implementation processes, and project outcomes were coded using information contained in the case descriptions. Factor analysis was used to identify major factors associated with context, process and outcomes. The influences of context on process, and context and process on outcomes were estimated using regression. The results indicate that a number of contextual variables strongly influence aspects of the project planning and implementation process, and then indirectly influence project outcomes through the planning and implementation process. In addition, both process and contextual variables affect outcomes directly. Several conclusions of a theoretical, methodological and practical nature are drawn.

2.2.2 Customers involvement and Project Implementation

An organization's survival depends largely on harmonious relationships with its stakeholders in the market. Customers provide the 'life-blood' to the organization in terms of competitive advantage, revenue and profits. Managing relationships with customers is imperative for all types and size of service organizations. A sound base of satisfied customers allows the organization to move on the path of growth, enhance profitability, fight out competition and carve a niche in the market place. According to Schiffman, Hansen & Kanuk (2008), consumer behaviour is often changing, as well as needs and wants. Firm's often focus on activities of consumer in the existing market because it is too wide and different needs with different consumer.

Customers form key stakeholders of all organizations regardless of their size. Consumer preferences and tastes are key factors affecting consumer purchase decisions in all sectors and industries. As such, management has to take into account customer preferences and tastes during project formulation and implementation. In the implementation of projects organization management needs to consider the processes that customers use to select, secure, and dispose of products, services, experiences, or ideas to satisfy their needs and the impact that these processes have on the consumer and the society at large (Kuester, 2012). The process of change management needs to consider the process that customers go through to make purchase decisions.

By doing this, the organization needs to consider the bargaining power of the customer on the market. According to Schiffman (2000), consumer behavior is often changing, as well as needs and wants. Consumer behavior involves of how customers think and feel between different alternatives like product, brand and the actions they perform in purchasing and consumption process. Therefore, the process of managing strategic change in an organization has to take into consideration the influence of consumers purchase behavior.

Organizations should treat customers as the centre of focus because the manner in which the project is implemented affects the success of the organization on the market place. Customers' buying characteristics are strongly affected by their culture towards a particular brand. Culture makes shape on customer decision making process and their overall daily activities and determines the demand for the company products. The life style, beliefs, and attitudes of customers are key components of strategic management of any organization (Kotler. 2005). Therefore, management has to keenly consider the overall culture of the target customer segment in their change management process to ensure that they do not act against these life styles, beliefs and attitudes.

Empirical studies have shown that involvement of customers plays a big role in the success of project implementation among organizations. For instance, Olander & Landin (2005) evaluated stakeholder influence in the implementation of construction projects. The study notes that by grouping stakeholders in the power/interest matrix, project management can produce a better picture of how communication and relationships between stakeholders has affected the project and its implementation. The study identifies the demands of the

community as customers to exert pressure on organizations to develop new methods of working and communicating with stakeholders.

In order to identify the influence of customers as stakeholders in project implementation to a project, the project team needs to conduct a stakeholder analysis. Stakeholder analysis can be undertaken throughout all stages of the project cycle, but it definitely should be undertaken at the outset of a project or programme (Bryson & Bromiley, 1993). In particular, during the Define phase, stakeholder analysis is a crucial component of situation analysis as it describes the contributions and influences of each and every stakeholder. People in all sorts of situations assess the positions of others on a given issue, to enable them to gauge the level of support or opposition from others, and predict how they will behave if a change is made. Stakeholder power analysis is an organized approach to this. It is an approach for understanding a system by identifying the key actors or stakeholders in the system, and assessing their respective interests in, or influence on, that system.

2.2.3 Employees Involvement and Project Implementation

The ultimate goal of project planning is to identify the various tasks different stakeholders will undertake. Employees are encouraged to embrace the adoption of a new way of doing their jobs. Project implementation is successful if individual employees change their daily behaviors and workflows as envisaged in the project strategy (Kalinová, 2007). This is the essence of stakeholder involvement which involves mobilizing the individual change necessary for an initiative to be successful and deliver value to the organization. From the highest levels of leadership to front-line supervisors, effective project implementation

requires a system of actors all moving in unison and fulfilling their particular role-based on their unique relationship to the change at hand.

Employees have a critical role to play in the project implementation and are often times, the first to know if the implementation is failing. In order be able to execute the expected operation, each of the interested parties should have the required qualification as well as enough information about the respective project. In the 1970s McBer, in cooperation with McClelland, introduced the first programme aimed at the evaluation of competences (Kalinová, 2007). The main task was to find the answer to the question of which competences distinguish successful managers from those less successful. They identified five basic competences for the successful performance of managerial work: specialized knowledge, intellectual maturity, entrepreneurial maturity, interpersonal maturity, and Professional maturity. Employees play a key role in project implementation. Clear understanding of the project gives purpose of activities of each employee and allows them to link whatever task is at hand to the overall organizational direction (Byars et al, 1996).

Lack of understanding of the project goals is one of the obstacles of strategy implementation. Thomson and Strickland (1998) note that human resource plays a big role in the design and administration of organizational projects. According to Obiwuru, Okwu, Akpa, & Nwankwere (2011), the extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization,

allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement. For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Zhu, Chew & Spengler, 2005). Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Avolio, 1999; McShane and Von Glinow, 2000). Some scholars like Zhu et al. (2005), suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments.

Chaudhry, Kalyar and Rehman (2012) examined the impact of leadership on project performance. The study notes that Human Resource (HR) is one of the very important natural resource for the organization to accomplishing the tasks in proper manners. Human resources management is one of the management functions, dealing with people as the essential resource of the organization. This function aims at the most efficient usage of employees in order to realize both organizational and individual goals. High significance is attributed to human resources management, since the human factor is the resource that determines the success of a project.

Dessler (2004) describes the various training programs are formulated to provide dual purposes. Courses like, team building, managerial skills, negotiation and conflict resolution can be fully utilized to improve inter as well as intra personal and communication skills. Technical training programs not only cover the theoretical aspect of civil, electrical and mechanical technologies but also how efficiently and effectively companies make use of it at different sites. People with appropriate training are an essential requirement in all countries for environmental hazard control and sustainable development in both the general and the occupational (workplace) environment. However, the task of HRD planning in environmental and occupational health may seem daunting (Kaplan & Norton, 2005). It involves assessing the current workforce and training opportunities, estimating the number and type of staff needed to carry out necessary functions, creating and upgrading existing educational institutions to produce new personnel, and providing continuing education for professionals in the field, as well as managing and supervising personnel.

Effective project implementation requires a leader who can influence organization members to focus their efforts in the same direction through team work. The leader and key organizations players like the CEO and the directors should support each other for best results to be achieved. Hrebinak (2005) says that companies often go wrong by creating a cultural distinction between executives who formulate the project design and people lower down in the corporate hierarchy who implement it. The alignment between human resource strategy and the Organizational strategy begins with a strategy-focused human resource professional. The human resource system needs to be created in line with the organization's strategy and human resource department must ensure that employees are strategically

focused. Becoming more strategic, though, does not mean that human resource can ignore its administrative duties, rather it means that human resource must expand its role beyond administration towards building a more strategic influence in the organization (Galford 1998). An emphasis on human resource leads to understanding the role human resource plays in strategically building a competitive advantage.

Kuoppala, Lamminpää, Liira & Vainio (2008) conducted in-depth interviews with business executives over twenty years ago and concluded that organizations required a higher level of leadership than ever before to survive and prosper. In some industrial projects the role of leadership has had a great influence. The decision to change leadership in cases has a hit or miss but in the high upside cases the performance of the project team can be increased through efficient leadership. In addition to leadership making a tangible difference, the perception of these differences is also important. In computer technology and aerospace it is prudent that the new leader have a strong legacy of competency in the businesses (McColl-Kennedy & Anderson, 2002). Their knowledge of the business is importance since almost all of the CEO's in these businesses are from the industry specifically.

Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centered perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo & Dickson, 1996). Leaders should

encourage teamwork among employees to ensure timely delivery on project targets. Every member in project teams should be able to share and utilize project information effectively and efficiently. Project team requires a diversity of knowledge among its members to complete the project. The team members must aware of each other‘s expertise and roles. Team members should be able to share knowledge to motivate all the team members to perform their best. In project environment, knowledge is important and should be able to be shared by all the people involved in the project (Guzzo & Dickson, 1996). A leader needs to ensure that information gained from the project was preserved and made accessible team members.

Some studies Vera and Crossan (2004) and Boal and Hooijberg (2001) have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behavior to improve organizational performance (; Judge and Piccolo, 2004; Keller, 2006; Purcell, Kinnie, Hutchinson and Dickson, 2004). Fenwick & Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

2.2.4 Regulators Involvement and Project Implementation

The interface between the government and the service provider is significant to the success of projects. Government involvement is important both at the planning and design phase and the implementation and monitoring phase and it should be determined early on which

public entities are required to be/ should be involved in the different phases of the project. Governments create the rules and frameworks in which businesses need to operate (Fiss & Zajac, 2006). The regulatory policies, rules and framework seek to promote market competition and control the market power of large firms over customers and smaller firms, or to mitigate the adverse effects of business activity on individuals and other organizations. The regulations impose costs as well as benefits to businesses. From time to time the government will change these rules and frameworks forcing businesses to change the way they operate. Business is thus keenly affected by government policy. Regulations on business can benefit a range of stakeholders, including corporate and financial institutions, interest groups, employees, customers, and the general public. Government regulations play an important role in the determination of organizational performance. These government regulations will dictate how organizations have to go about implementing strategic changes within the provisions of the law (Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece & Winter, 2009).

Government regulations will determine how an organization goes about its change management. For instance, it will dictate how the organization has to control its operations in as far as the environmental conservation is concerned. Although many environmental laws regulating business were shaped with an eye toward regulating large companies, there are several reasons to expect firm size to be an important consideration in formulating and evaluating environmental policy. Compliance with environmental regulations can require firms to respond in several ways, such as by installing pollution control equipment, monitoring and reporting waste streams and pollutant releases, and developing emergency

response plans. Some firms might be at a disadvantage due to the cost of pollution control equipment or the resources needed to complete required paperwork hence affect the rate of change implementation. High initial compliance costs and bureaucracy involves in the acquisition of approvals may make it more difficult for firms to enter the industry and operate competitively.

Government policies also restrict the employee skills accessible by the organization. This is achieved through having an employment policy which may favor local employees at the expense of organizational efficiency. Employment laws, regulations, and policies, which can range from minimum wage laws and anti-discrimination laws to non-compete agreements and regulations on workers' compensation and unemployment insurance, can protect or benefit one party (usually employees), but typically impose some cost on the other party. In designing employment laws and regulations, policymakers strive to strike a balance between costs and benefits to organization. For instance, employers are required either to purchase workers' compensation insurance to cover potential workers' compensation losses or to demonstrate sufficient financial resources to self-insure. Large firms typically have a greater ability to self-insure and thus opt-out of the system. In addition small firms often face higher insurance premiums due to the imperfect application of experience rating. Unemployment taxes are typically determined by a firm's experience with unemployment. All these regulations will affect the manner in which change is implemented in an organization.

Several studies have evaluated the influence of government regulations on businesses in an economy. For instance, Ungson, James & Spicer (1985) examined the effects of regulatory agencies on organizations in wood products and high technology/ electronics industry. The study compared the effects on organizations in two industries of regulatory agencies and other sectors of task environment. Findings indicate that regulatory agencies differ from other sectors in their influence on planning and goal setting, the nature and frequency of internal organizational adjustments to their actions and the specific characteristics of regulatory activities considered to be adverse. This study shores that the regulatory framework existing on a given industry may influence the execution of projects in that industry.

Bandura & Wood (1989) studied the effect of perceived controllability and performance standards on self-regulation of complex decision making. The study tested the hypothesis that perceived controllability and stringency of performance standards would affect self-regulatory mechanisms governing performance attainments of a simulated organization. Divergent changes in these self-regulatory factors were accompanied by differences in organizational attainments. Path analyses revealed that perceived self-efficacy, which was affected by prior accomplishments, influenced sub-sequent organizational performance through its effects on analytic strategies. After further experience, the performance system was regulated more extensively and intricately by self-conceptions of efficacy. Perceived self-efficacy affected subsequent organizational attainments both through its influence on personal goal challenges.

Olander (2006) studied the external stakeholder analysis in construction project management. The purpose of the research project was to contribute to, and increase, knowledge concerning external stakeholders for construction projects, and to develop methods and tools for the analysis of the influence of external stakeholders. The empirical findings obtained concerning the projects that were studied showed that conflicts between external stakeholders and the developer of a facility depend to a large extent on their perceptions of each other. If the developer failed to acknowledge the concerns of external stakeholders, an environment of distrust would surely be the outcome.

Jääskelainen & Pau (2009) investigated ERP project's internal stakeholder network and how it influences the project's outcome. The results were summarized in the form of a list of recommendations for future ERP projects to address the internal stakeholder impacts which include; Project management should utilize the latest technology to provide tools to increase the interaction between the stakeholders and to monitor the strength of these relations and that social network analysis tools could be used in the projects to visualize the stakeholder relations in order to better understand the possible risks related to the relations (or lack of them).

Olander & Landin (2005) evaluated of stakeholder influence in the implementation of construction projects. Results showed that an evaluation of stakeholder demands and influence should be considered as a necessary and important step in the planning, implementation, and completion of any construction project.

2.2.5 Suppliers Involvement and Project Implementation

Industrialization is produced by the generation of inter-industry linkages. The expression linkage' refers to the economic relationship between two or more industrial sectors due to the demand supply effect. Organizations are increasingly exploring ways to leverage their supply chains and giving more focus on the role of suppliers in their projects. Firms are now more trying to utilize their resources and increasing the value of the supply chain and in return they are experiencing more flexibility and responsive to the demands of the customers by the suppliers. Outsourcing allows firms to exploit the capabilities, expertise, technologies, and efficiencies of their suppliers. Increased outsourcing, however, implies greater reliance on suppliers and commensurate need to manage the supplier base (Kannan& Tan, 2006).At an operational level, the benefit of the management developing close relationships with key suppliers comes in the form of improved quality or delivery service, reduced cost, or some combination thereof. At a strategic level, it should lead to sustainable improvements in product quality and innovation, enhanced competitiveness, and increased market share (Kannan& Tan, 2006).

According to Walter *et al.* (2003) there are five components of involving suppliers in the implementation of projects and business goals. The first component, "cost reduction", seeks to leverage the supplier's ability to reduce their joint total cost, enabling the buyer to compete on selling price. Walter *et al.* (2003) describes what they call "the cost reduction function" from a buyer perspective. The second component, "time compression", seeks to leverage the supplier's ability to achieve higher market responsiveness, both in product development and in supply chain execution (Mason-Jones & Towill, 2001). The third

component, “innovation”, seeks to leverage the supplier's ability to improve their product portfolios. A supplier's proactive ability to develop new or improve existing products, is seen as valuable by buyers (Ulaga, 2003, Walteret al., 2001). The fourth component, “access to new buyers/suppliers”, seeks to leverage the supplier's ability to act as a bridge to new and potentially valuable supply chain associations. This allows the buyer to increase the number of customers and perhaps to work with new suppliers as well.

Customer-responsive supply chain management demands going beyond technological capability. Collaborative and long term partnership with few suppliers are become a practice in recent days. There is said to be ‘growing evidence that to be competitive firms are moving away from the traditional approach of adversarial relationships with a multitude of suppliers to one of forging longer term relationships with a selected few suppliers’ (Kalwani & Narayandas, 2006). Exploit the capabilities, expertise, technologies, and efficiencies of their suppliers are the main objective of outsourcing. Increased outsourcing, however, implies greater reliance on suppliers and a commensurate need to, manage the supplier base. This has for some companies meant reducing and streamlining the supplier base, and/or developing closer relationships with suppliers (Scannell et al., 2000).

Several empirical studies have been done on the influence of the influence of suppliers as stakeholders in project management. For instance, Ambituuni (2011) examined causes of project delay and cost overrun, and mitigation approach. One of the causes of delays identified by Ambituuni (2011) included delays and inappropriate quality supplies by

suppliers. Delay and cost overrun are inherent part of most projects despite the much acquired knowledge in project management.

2.3 Theoretical Framework

This study is founded on the stakeholders' theory which requires that all stakeholders be involved in community projects if such projects are to be a success.

2.3.1 Stakeholder Theory

The stakeholder theory strategy came up in 1986. One focal point in this movement was the publication of Richard Edward Freeman. He is generally credited with popularizing the stakeholder concept. Since then, Stakeholder theory pertaining to managing organizations has become one of the "major paradigm shifts of the last century (Amaeshi& Crane, 2006) and is concerned with the nature of the relationship between the firm and its stakeholders (Ayuso, Rodrıguez, & Ricart, 2006). The theory is traced back to Freeman's (1984) now classic definition of stakeholders, arguably the most popular definition cited in literature (Kolk & Pinkse, 2006) which proposed that stakeholders are "any group and individuals who can affect, or is affected by the achievement of an organization's objectives" (Freeman, 1984). This definition was particularly important to this analysis in that it highlighted a two way relationship between the organization and its stakeholders. In recent times the theory has become the frame of reference when Corporate Social Responsibility (CSR) and sustainability issues are discussed (Pedersen, 2006).

According to the stakeholder theory, an organization must be aware of and respond to the various demands of its constituents, including customers, employees, regulators and suppliers as well as the local community (Post, Preston, & Sachs, 2002). Greenwood (2007) argued that instead of focusing on the attributes of organizations and stakeholders, organizations should rather be focusing on the "relationships between organization and stakeholders" (Greenwood, 2007). In other words organizations have an obligation to pay attention to the relationship that must be fostered between the organization and its stakeholders.

Stakeholder theory postulates that organizations must engage with stakeholders for normative and instrumental reasons (Ayuso, Rodrıguez, & Ricart, 2006). In the normative explanation relationships between the organisation and stakeholders takes place on an ethical basis suggesting that managers must consider the interests of those stakeholders who have a legitimate stake in the organization (Ayuso, Rodrıguez, & Ricart, 2006). In normative theory there is a moral obligation for the organization to engage with stakeholders (Greenwood, 2007) and people have a democratic right to participate in the decision making process (Reed, 2008). By contrast instrumental theory sees stakeholders as being valuable in helping the organizations achieve objectives since participation is seen as a means to an end (Preble, 2005). Accordingly, the organization achieves its objectives by managing this relationship with stakeholders (Ayuso, Rodrıguez, & Ricart, 2006). Via this approach, organizations address the interests of those that have influence recognizing that managing these interests will ultimately lead to superior performance and superior decisions (Ayuso, Rodrıguez, & Ricart, 2006). This theory is suitable for this study because

it reviews the important roles that different stakeholders play in ensuring successful project implementation. The theory acknowledges the existence of stakeholders whose views need to be put into considerations during project planning. This theory therefore explains the importance of stakeholders' involvement and project success.

2.4 Conceptual Framework

The conceptual framework discusses the interrelationships between study variables.

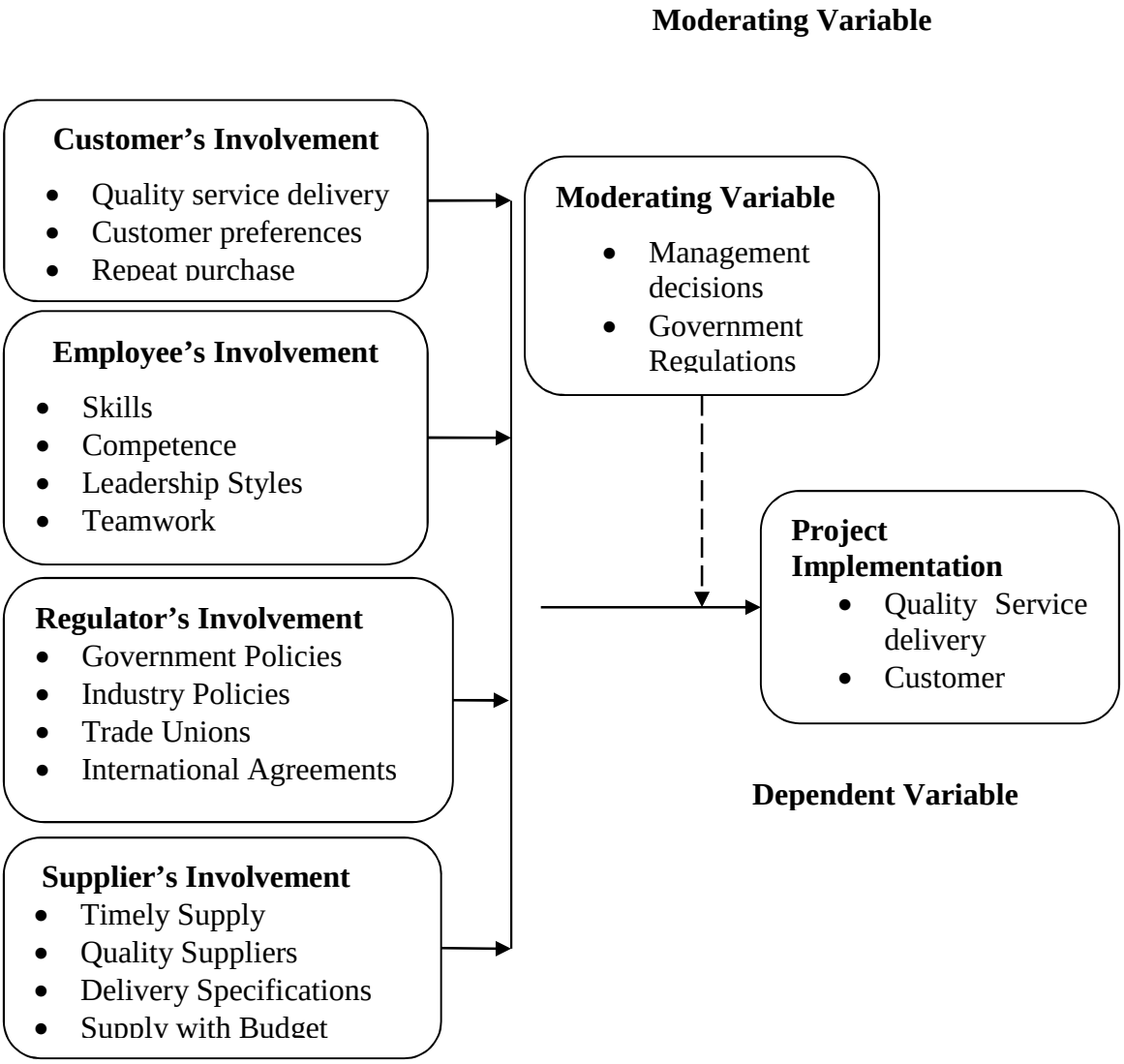

Figure1: Conceptual Framework

An organization success in implementing project is dependent on how the various stakeholders are managed. Satisfied customers will purchase the organization's product/service again and again which will lead to customer loyalty which translates to

more opportunities to the employees and also the suppliers because of the increased demand for the organizations products and services. Employees who have been well trained and acquired the necessary skills will be competent and able to do the job as required and make every project carried out by the organization become successful leading to customer satisfaction, growing opportunities for the supplier and more revenue to the regulators. If the organization adheres to the government regulations and laws then projects will be implemented on time and hence all the stakeholders will benefit. When suppliers are on time then operations in the organization will be efficient and lead to satisfied customers. Factors that will influence the interactions between the various stakeholders will include; employees position in the organization, demographics and years of experience.

2.5 Research Gap

Aas, Ladkin and Fletcher (2005) carried out a study on stakeholder consideration in project planning and implementation in the tourism industry. Bryson and Bromiley (2013) carried out a study on project implementation in the public private partnerships. Olander and Landin (2005) also carried out a study on public private partnership projects, construction projects. A critical review of the studies mention identifies that there is a clear gap in knowledge. None of the studies reviewed was carried in the aviation industry. This study therefore seeks to fill this gap by investigating on stakeholders' involvement on implementation of projects in the aviation industry using a case of Kenya Airways.

2.6 Summary of Literature Review

Several studies have been done on the effects of stakeholder involvement on project performance. Aas, Ladkin and Fletcher (2005) examine a collaborative approach to the relationship between heritage management and tourism development in Luang Prabang, Laos. This study only examined the collaboration approaches with respect to tourism development. The current study reviews the influence of stakeholders on implementation of projects in the aviation industry: a case of Kenya Airways. It will therefore extent the level on knowledge on stakeholder considerations in project planning and implementation. Bryson and Bromiley (2013) examined critical factors affecting the planning and implementation of major projects. This study majorly concentrated of public private partnership projects which have both Government and private sector participation. The current study reviews the influence of stakeholders on implementation of projects in the aviation industry using a case of Kenya Airways. Olander and Landin (2005) in their evaluation of stakeholder influence in the implementation of construction projects.

Chaudhry, Kalyar and Rehman (2012) examined the impact of leadership on project performance. This study reviews some of the aspects to be reviewed in this study with regard to employees as key stakeholders in project implementation. Dessler (2004) describes the various training programs formulated to provide dual purposes. In order to develop employees to the desired level, an organization needs to invest in the development of their skills. Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership.

Ungson, James and Spicer (1985) examined the effects of regulatory agencies on organizations in wood products and high technology/ electronics industry. This study was carried out in the woods in comparison to electronic industry. The current study is in the context of aviation. Bandura and Wood (1989) studied the effect of perceived controllability and performance standards on self-regulation of complex decision making. Ambituuni (2011) examined causes of project delay and cost overrun, and mitigation approach.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that was used to collect data. The chapter discusses the research design, the target population of the study, sample and sampling procedures, data collection instruments and methods, data analysis and data presentation methods, ethical considerations as well as operational definition of the variables of the study.

3.2 Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedure (Kothari, 2004). The study adopted a descriptive survey research design. According to Cooper and Schindler (2003) a descriptive research is concerned with finding out the what, where and how of a phenomenon. Since this study sought to investigate the role that stakeholders play in the implementation of projects, the descriptive research design was appropriate. According to Gill and Johnson (2002), descriptive surveys are concerned primarily with addressing the particular characteristics of a specific population of subjects, either at a fixed point in time or at varying times for comparative purposes.

3.3 Target Population

Target population is the specific population about which information is to be collected (Ngechu, 2004). It is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. The target populations of this study were the customers, employees, regulators and suppliers of Kenya Airways. The target population was as shown on Table 3.1

Table 3.1 Target population

Strata	Population
Corporate Customers	100,000
Employees	4,024
Regulators	2
Suppliers	200
Total	**104226**

Source KQ 2015

3.4 Sample Size and Sampling Procedure

Random sampling was used in collecting data from employees. The study used a sample of 25 of them. The sample comprised of 20 junior employee and 5 management employees. This ensured that each and every employee has an equal and independent chance of being selected into the sample (Mugenda and Mugenda, 2003). Mugenda and Mugenda (2003) indicate that a sample of 10-30% of the target population is considered adequate provided it is scientifically determined. However due to the homogenity of the target population the study adopted a sample size of 40 corporate customers.

As for the suppliers, the study used purposive sampling to get data from the 10 main suppliers of Kenya Airways. The main objective of purposive sampling is to produce a sample that can be considered ‘‘representative’’ of the population. With expert knowledge of the population, one would first decide which characteristics are important to be represented in the sample (Johnson, Onwuegbuzie& Turner, 2007). These are the suppliers of fuel, spare parts, jets, jet servicing, casual workers and ground cargo handling services. This is because these suppliers have the greatest influence on the success of the airline’s projects as they supply the most essential services. As the regulators are only 2 (Kenya Civil Aviation Authority and Kenya Airports Authority) the study used census.

3.4.1 Sample Size

Statistically, in order for generalization to take place, a sample of at least 30 must exist (Cooper & Schindler, 2003). Kotler (2001) argues that if well chosen, samples of about 10% of a population can often give good reliability. However due to the homescedasticity of the target population the study adopted a sample size of 40 corporate customers. As for the suppliers, the study used simple random sampling to get sample data from the 10 main suppliers of Kenya Airways. As for the employees, the study used a sample of 25 of them who were a representative of the population. The sample comprised 20 management employees picked by simple random sampling and 5 junior level employees also randomly chosen. This gave a sample size of 77. This sample was adequate as it conforms to Kotler (2001) and Cooper and Schindler (2003). The use of stratified random sampling gave item in each group an equal probability chance of being selected. As for the regulators, the study used census as the number was only 2. For the regulators, the study employed the entire

population as sample since the population was very small. The information on sample size is as indicated on Table 3.2

Table 3.2 Sample Size

Strata	Population	Sample Size
Customers	100,000	40
Employees	4,024	25
Regulators	2	2
Suppliers	200	10
Total	**104,226**	**77**

3.5 Data Collection Instruments

This study used triangulation to increase validity by making use of two instruments of data collection; questionnaire and interview. This article discusses 'triangulation' as a strategy for increasing the validity of evaluation and research findings. According to Patton (2005), triangulation is used to combine the advantages of both the qualitative and the quantitative approach. Each method offers specific advantages as well as disadvantages. Recent developments in the philosophy of science have argued that the two traditions should not have a separate-but-equal status, and should instead interact. Triangulation is not aimed merely at validation but at deepening and widening one's understanding, and tends to support interdisciplinary research rather than a strongly bounded discipline of sociology or anthropology.

This study used questionnaires to collect data from employees and customers then interview suppliers and regulators. Questionnaires are the most commonly used methods when respondents can be reached and are willing to co-operate. These methods can reach a large number of subjects who are able to read and write independently. The questionnaires

comprised of both open and closed ended questions. The closed ended questions made use of a five point Likert scale where respondents were required to fill according to their level of agreement with the statements. The unstructured questions were used to encourage the respondents to give an in-depth response where close ended questions were limiting. The questionnaires comprised of two sections. The first part included the demographic while part two dealt with the identified factors.

3.5.1 Pilot Study

A pilot study was conducted to test the reliability and validity of the research. According to Orodho (2003), a pilot test helps to test the reliability and validity of data collection instruments. Validity refers to the extent to which an instrument measures what is supposed to measure data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2000). The pilot test comprised of 5 customers, 3 employees and 2 regulators from Kenya airways. However, to ensure that the study findings were not compromised, the employees who took part in the pilot study were not being included in the final study. According to Mugenda and Mugenda (2003) a pilot study can comprise of between 4-10 members of the target population.

3.5.2 Validity

The content of validity of the data collection instruments was determined through discussing the stated questions in the instruments with 5 employees and 5 customers from the target sample to test the reliability of the research instrument. They were expected to tick the questionnaires and assist to establish to the influence of stakeholders on

implementation of projects in aviation industry a case of Kenya Airways. Validity was determined by the use of Content validity Index (C.V.I). Content validity Index of between 0.7 and 1 shows the instruments to be valid for the study (Orodho, 2003).

3.5.3 Reliability

The consistence, stability, or dependability of the data is referred to as reliability. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler, 2003). To measure the reliability of the data collection instruments an internal consistency technique using Cronbach's alpha was applied to the gathered data (Mugenda and Mugenda, 2003). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability and an alpha coefficient of 0.60 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, Revelle, Yovel& Li, 2005).

3.6 Data Collection Procedures

The data was collected using self-administered questionnaires for the customers and employees and interviews for suppliers and regulators respectively. The questionnaires were administered through drop and pick later method where the researcher delivered the questionnaires in person at the respondents' places of work. However, where it was difficult for the respondents to complete the questionnaire immediately, the researcher left the questionnaires with the respondents and picked them up at a later date. The interviews were also done face to face at the interviewee's place of work.

3.7 Data Analysis Techniques

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Descriptive analysis was employed. The data was then coded to enable the responses to be grouped into categories. Data was then analyzed using excel and Statistical Program for Social Scientist version 21 (SPSS) as the basic computer method for data analysis. Descriptive statistics were used mainly to summarize the data. Measures of central tendency were applied (mean, median, mode and percentages) for quantitative variables. This included percentages and frequencies. Tables were used as appropriate to present the data collected for ease of understanding and analysis. Measures of central tendency were applied (mean, median, mode and percentages) for quantitative variables.

Multivariate regression was used to determine the influence of stakeholders on implementation of projects at Kenya airways. The multivariate regression equation was;

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

Whereby Y = Project Implementation

X1 = Influence of Customers

X2 = Influence of regulators

X3 = Influence of Suppliers

X4 = Influence of Employees

ε = Error term/Erroneous variables

The significance of each variable was tested using the ANOVA test.

Examining relationships or interviewing to understand the relationships is the centerpiece of the analytic process in qualitative analysis, because it allows the researcher to move from

simple description of the people and settings to explanations of why things happened as they did with those people in that setting (Lacey & Luff, 2001). The process of examining relationships can be captured in a matrix that shows how different concepts are connected, or perhaps what causes are linked with what effects (Caudle, 2004). In this study a matrix was used to capture the extent to which regulators influence project implementation at Kenya Airways.

3.8 Ethical Considerations

Ethics in research requires personal integrity from the researcher. Cooper & Schindler (2003) gives the goals of ethics in research as to ensure that no one is harmed or suffer adverse consequences from research activities. The researcher ensured the respondents that the questionnaires were non-invasive and the information gathered solely for academic purposes only and not for any other purpose. Before going to the field, the researcher took a letter from the university of Nairobi and authority from KQ to undertake the research.

3.9 Operational Definition of Variables

An operational definition is a result of the process of operationalization and is used to define something (a variable, term, or object) in terms of a process (or set of validation tests) needed to determine its existence, duration, and quantity. The definition of variables is shown on Table 3.3:

Table 3.3 Operational Definition of Variables

Objective	Variable	Indicators	Measurement	Measurement Scale	Data Analysis Method
To determine the influence of customers involvement on the implementation of projects at Kenya Airways	Independent	Perceived quality Preferences Repeat Purchase	Tastes Preferences Willingness to purchase	Ordinal	Descriptive statistics, percentages
To examine the influence of employees involvement on the implementation of projects at Kenya Airways	Independent	Quality Service Delivery Customer Loyalty Operational Efficiency	Key performance indicators Service delivery capability Operational efficiency	Ordinal	Descriptive statistics, percentages
To establish the influence of regulators involvement on the implementation of projects at Kenya Airways	Independent	Government Policies Industry Policies Trade Unions International Agreements	Rules of operations Policies Trade resolution mechanisms	Ordinal	Descriptive statistics, percentages
To determine influence of suppliers involvement on the implementation of projects at Kenya airways	Independent	Timely Supply Quality of Suppliers Scope of delivery Budget Adherence	Lead time in supply Cost of inputs Timeliness in supply Input Quality	Ordinal	Descriptive statistics, percentages
Stakeholder Involvement on Project implementation in aviation industry	Dependent	Quality service delivery Customer loyalty Operational efficiency	Key performance indicators Service delivery On time performance	Ordinal	Descriptive statistics, percentages

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents data presentation analysis and interpretation of the findings. The chapter outlines the findings based on the research objectives. The study sought to establish the influence of stakeholder's involvement on implementation of projects in the aviation industry: a case of Kenya Airways. SPSS was used to generate the descriptive statistics and to establish the relation between the dependent and the independent variables of the study.

4.1.1 Questionnaire Return Rate

The study targeted a sample of 77 stakeholders of Kenya airways. Out of the 77 distributed questionnaires, 67 were filled and returned. This translated to a response rate of 87%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. The findings are shown below on Table 4.1

Table 4.1 Responses

	Frequency	**Percentage**
Response	67	87
Non Response	10	13
Total	**77**	**100**

4.2. Demographic Information

The study sought to determine the demographic information of the customers, employees, regulators and suppliers of the Kenya airways. The results are as explained in the subsequent sections.

4.2.1 Demographic Information of the customers

The study sought to find out the demographic information of the customers which include; gender, age, number of years they have used the services of Kenya Airways and their highest level of education achieved. The findings were as shown in the Table 4.2 below

Table 4.2 Demographic Information of the Customers

		Frequency	**Percentage**
Gender	Male	27	67.5%
	Female	13	32.5%
	Total	**40**	**100%**
Age	21 – 30 Years	8	20%
	31-40 Years	14	35%
	41-50 Years	10	25%
	50 and above	8	20%
	Total	**40**	**100%**
Number of years they have used the services of Kenya airways	Less than 5 years	24	60%
	5-10 Years	4	10%
	11-15 Years	2	5%
	16-20 Years	5	12.5%
	21-25 Years	4	10%
	Above 30 Years	1	2.5%
	Total	**40**	**100%**
Highest level of education achieved	Diploma	4	10%
	Degree	11	27.5%
	Masters	19	47.5%
	PhD	6	15%
	Total	**40**	**100%**

As in indicated in Table 4.2, majority 67.5% of the customers were male while 32.5% were females. This shows that males gender dominate as customers of the Kenya airways as compared to the females. On age, majority 35% of the customers were between 31-40 years followed by 41-50 years at 25%, and the least 20% between 21-30 years and above 50 years. It therefore shows that majority of the customers were above 31 years depicting maturity and their ability to give reliable information as sought by the study.

On the number of years they have used the services of Kenya airways, majority 60% had used Kenya airways services for a period of less than 5 years followed by 12.5% for between 16-20 years and the least 2.5% for above 30 years. On the highest level of education achieved by the customers, 47.5%had masters, 15%had PhD, 27.5% had degree and the least 10% had diploma. This shows that the customers were in a position to give relevant and reliable data.

4.2.2 Demographic Information of the Employees

The study further sought to find out gender, age, position holding in the organization and the education level of the employees. The findings were as shown below on Table 4.3

Table 4.3 Demographic Information of the Employees

		Frequency	Percentage
Gender	Male	14	56%
	Female	11	44%
	Total	**25**	**100%**
Age	21 – 30 Years	3	12%
	31-40 Years	11	44%
	41-50 Years	7	28%
	50 and above	4	16%
	Total	**25**	**100%**
Position holding in the organization	Management employee	5	20%
	Junior employee level	20	80%
	Total	**25**	**100%**
Level of education achieved	Diploma	5	20%
	Degree	9	36%
	Masters	8	32%
	PhD	3	12%
	Total	**25**	**100%**

As indicated in Table 4.3, majority 56%of the employees were males while the rest 44% were females. On their ages, majority 44% of the employees were between 31-40 years followed by 28%between 41-50 Years, 16% above 50 and the least 12% between 21-30 years. Hence the data collected is more reliable.

On the position holding in the organization, majority 20% were management employees and the rest 80% were junior employees. This shows that the data collected was relevant and reliable for the study as the employees were part of the stakeholders in the organization. On their level of education majority of the employees 36% had degrees, 32% had masters, 16% masters, 20% had college degrees and 3% had PhD.

4.2.3 Demographic Information of the Regulators and Suppliers

The study sought to find out the demographic information of the interviewees. The researcher conducted interviews to two regulators and seven suppliers of the Kenya airways. The interviewees who were regulators were in the management positions and they had been at the organization for more than 10 years thus were familiar with various regulation measures in the industry.

Researcher interviewed seven suppliers of the Kenya airways who were at senior level management at their organization. They indicated that they have been at their positions for more than 10 years and their organizations have been supplying the Kenya airways for more than 15 year. This shows that they have been involve in the projects of the Kenya airways thus provided reliable data for the study.

4.3 Influence of Stakeholders Involvement on the Implementation of Projects at Kenya Airways

Several statements on stakeholders influence on involvement of project implementation were identified against which the respondents were requested to indicate the extent to which they applied to them in their organizations. A five point Likert scale was provided ranging from 1-5 (where 5= strongly agree, 4= agree, 3=neutral, 2= disagree and 1= strongly disagree). From the responses, descriptive measures of central dispersion: mean and standard deviation were used for ease of interpretation and generalization of findings.

4.3.1 Influence of Customers Involvement in the Implementation of Projects at Kenya Airways

The respondents were asked to indicate the extent to which they agreed on the statements pertaining the influence by customer's involvement in the implementation of projects at Kenya airways. The Findings are shown in Table 4.4

Table 4.4: Influence of Customers Involvement in the Implementation of Projects at Kenya Airways

Statements	Mean	Stdev
The success of project implementation at Kenya airways is dependent on customer involvement.	3.4594	.5647
I would recommend other customers to Kenya Airways because the company considers customers in their project implementation	3.6597	.7854
I would repeatedly use the services of Kenya Airways because of customer involvement practices during project implementation in the company.	4.1365	.9978
Customers form key stakeholders of Kenya Airways	3.6489	.1248
Customers preferences and tastes are key factors affecting project implementation	4.7854	1.1265
The bargaining power of the customer has an influence on project implementation	4.1478	1.6457
Change in customer behaviour oftenly influences project implementation at Kenya Airways	4.1264	.6587
Customer relationship with Kenya Airways influences project implementation	3.0147	1.1267
Customers provide the necessary influence to Kenya Airways in terms of competitive advantage, revenue and profits.	3.5458	.8875
Customers influence the implementation of projects at Kenya Airways	4.5978	1.2368

Findings on Table 4.4, customers preferences and tastes are key factors affecting project implementation had a highest mean of mean of 4.78 and a standard deviation of 1.12 followed by Customers influence the implementation of projects at Kenya Airways which had a mean of 4.59

with a standard deviation of 1.23, bargaining power of the customer has an influence on project implementation had a mean of 4.14 with a standard deviation of 1.64, I would repeatedly use the services of Kenya Airways because of customer involvement practices during project implementation in the company had a mean of 4.13 with a standard deviation of 0.997, Change in customer behaviour oftenly influences project implementation at Kenya Airways had a mean of 4.12 with a standard deviation of 0.65. These findings concur with Schiffman (2000), that the process of managing strategic change in an organization has to take into consideration the influence of consumers purchase behavior.

On whether customers would recommend other customers to Kenya Airways because the company considers customers in their project implementation had a mean of 3.65 with a standard deviation of 0.78, Customers form key stakeholders of Kenya Airways had a mean of 3.64 with a standard deviation of 0.124, Customers provide the necessary influence to Kenya Airways in terms of competitive advantage, revenue and profits had a mean of 3.54 with a standard deviation of 0.887, the success of project implementation at Kenya airways is dependent on customer involvement had a mean of 3.45 with a standard deviation of 0.56 and Customer relationship with Kenya Airways influences project implementation had a mean of 3.01 with a standard deviation of 1.12. This finding concurs with Kotler (2005) who indicated that life style beliefs and attitudes of customers ought to be key components of strategic management to any organization. Therefore, management ought to keenly consider the overall culture of the target customers in their change management processes to ensure that they do not act against them all together.

The respondents were also required to give suggestions on the various ways that Kenya Airways could use to improve the involvement of customers in project implementation. It was established that the early communication of such intended projects to affected customers in due time would enhance their implementation as shown by 42% of the total responses. The firm should assure customers that such projects would amount to better convenience would definitely enhance their involvement in the future as shown by 35% of the responses. Lastly, 23% of the respondents indicated that the firm can readily seek customers` inputs and suggestions especially in matters that directly affect them.

4.3.2 Influence of Employees Involvement in the Implementation of Projects at Kenya Airways

Target employee respondents were asked to indicate the extent to which they agreed on the statements pertaining the influence by employees on the implementation of projects at Kenya airways. The Findings are shown in Table 4.5

Table 4.5 Influence of Employees Involvement in the Implementation of Projects at Kenya Airways

Statements	Mean	Std deviation
I am consulted on issues concerning project implementation at Kenya Airways	4.5687	1.2368
I am guided on how to accomplish my tasks and duties in the implementation of projects at Kenya Airways	4.6218	.3627
I am always well informed of the projects being implemented at Kenya Airways	4.8574	1.5987
My managers guide me on how to accomplish tasks for the better implementation of projects at Kenya Airways	3.7864	.8872
I am trained on necessary skills required in the implementation of projects at Kenya AIrways	4.9864	.2697
My managers influence my attitude towards the delivery of tasks during project implementation time	3.4657	.8145
Kenya Airways engages employees and encourages their adoption of a new way of doing their jobs	3.9847	.7418
Project implementation mobilizes the employees to be successful and deliver value to Kenya Airways	3.6124	.3127
Employees play a key role in the implementation process of Kenya Airways' projects	4.6315	2.9914
Clear understanding of the project links each employee to the tasks at hand to the overall organizational direction	4.2314	1.5647
Leaders encourage teamwork among employees to ensure timely delivery on projects targets	4.3615	1.6317

Findings in Table 4.5 showed that the respondents agreed that employees were always well informed of the projects being implemented as shown by a mean of 4.8574 and a standard deviation of 1.5987.It was further established that employees were trained on necessary skills required in the implementation of projects as agreed by the respondents with a mean of 4.9864 and a standard deviation of 0.2697. They also agreed that employees were guided on how to accomplish assigned tasks and duties in the implementation of projects as indicated by a mean of 4.6218 and a standard deviation of 0.3627. The respondents held the same on the statement that employees were consulted on issues concerning project implementation as shown by a mean of 4.5687. The study established that the respondents were neutral on the statement that manager's

influenced employee attitude towards the delivery of tasks during project implementation time as indicated by a mean of 3.4657. These findings depict that employees were being readily involved in the implementation of projects to ensure their realization at Kenya Airways. The findings concur with Chaudhry, Kalyar and Rehman (2012), that human resources management is critical to project success since human factors such as training, skills and competence area resource that determines the successful implementation of a project. Effective project implementation requires a leader who can influence organization members to focus their efforts in the same direction through team work. The leader and key organizations players like the CEO and the directors should support each other for best results to be achieved (Hrebinak, 2005).

Employees play a critical role in project implementation and are often times, the first to know if project implementation is failing. In order be able to execute the expected operation, each of the interested parties including employees ought to have the required qualifications as well as enough information concerning the respective project (Kalinova, 2007).

The respondents were given the opportunity to openly indicate other ways in which according to them, employee involvement affected project implementation at Kenya Airways. A majority of the responses showed that employees `clear understanding of the project goals to be achieved had an impact on project implementation. In essence, 30% of the total respondents held this view. Individual employee behavior with regards to new projects determines if they readily accept or develop dysfunctional behavior towards such intended projects. Therefore, employee attitude as a result of new developments affects project implementation as shown by 25% of the responses. The respondents further indicated that the availability of resources to support new

projects indeed affects their successful implementation as shown by 15% of the responses. Lastly, 30% of the responses indicated that the provision of adequate managerial support towards the implementation of new projects affects their implementation.

The researcher also undertook to establish the various strategies that organizations use to ensure optimal involvement of employees in project implementation. The research findings are as indicated in Table 4.6.

Table 4.6: Strategies used by organizations to ensure optimal involvement of employees

Statements	Mean	Std deviation
Training employees on customer service	4.1240	1.4523
Training employees on communication skills	4.5628	2.4214
Training employees on project management	3.1642	.4126
Training employees on technical knowledge on the project	5.4621	1.0614
Employees have project implementation skills	3.1289	.4512
Employees have project evaluation skills	3.5628	.2347
The leaders at KQ involve other employees in project decision making process.	2.1369	.8914
The leaders at KQ exclude employees from key project decision making process	3.4567	.7748
The leaders allow employees to use their desecration in going about their tasks to deliver on the projects	4.5326	1.5327
There is good team work among employees at KQ	4.8527	1.3876
Employees at KQ have the requisite skills in performing their tasks in projects	4.1265	.9248

The research findings in Table 4. 6 showed that the respondents to a very great extent concurred that KQ engages in employee training on technical project knowledge as shown by a mean of 5.4621 with a standard deviation of 1.0614. The respondents concurred to a great extent that employees Training on communication skills was being carried out as shown by a mean of 4.5628. Study results also indicated that there is good team work being cultivated among employees at KQ as indicated by a mean of 4.8527 and a standard deviation of1.3876. The

respondents however disagreed that leaders at KQ involved other employees in project decision m9aking process as shown by mean of 2.1369. These results showed that KQ indeed uses various strategies to ensure optimal involvement of employees in project implementation. These study results concur with Schultz, Slevin and Pinto (2009), that management support for projects and their implementation is considered of great importance in distinguishing between their ultimate success and failure. Bryson and Bromiley (2013) further cited that there are a number of contextual variables that strongly influences various aspects of project planning and implementation.

The researcher sought to determine to what extent had Kenya Airways faced challenges in its project implementation processes? The study results are as shown in Table 4.8.

Table 4.7 Challenges Faced by KQ in Project Implementation Processes

Statements	Mean	Std Deviation
Limited financial resources to implement projects	3.1247	.0012
Limited employee skills in project execution	3.2891	.7458
Frequenct employee strikes	4.0214	1.6954
Poor communication in the Organization	3.9458	.9847
Political influences on the organization	4.1258	1.2507

Table 4.7 indicated that the respondents concurred to a great extent that frequenct employee strikes was a challenge towards project implementation as shown by a mean of 4.0214 and a standard deviation of 1.6954. They held the same view with regards to the effects of political influences towards project implementation as indiaced by a mean of 4.1258. It was further established that limited financial resources was a challenge towardsprojectsimplementation as shown by a mean of 3.1247and a standard deviation of 0.0012.

The researcher also undertook to establish the other challenges that KQ faces in its project implementation. The respondents filled in the challenges that they felt KQ faced during project implementation. From the responses, the researcher drew the following conclusions. Increased competition due to emergence of new airline service providers have had an effect on project implementation since some set targets are re-adjusted at times, 25% of the total responses held this view. The inability to realize optimal output with regards to desired results was also a challenge since customers have substitutes hence impeding optimal realization of set revenue targets. A total of 35% of the respondents held this suggestion. Unnecessary delays were also a deterrent to successful project implementation as indicated by 22% of the total responses. A minority of the respondents, 18% in particular concurred that changes in prevailing economic conditions affects project costs and overall realizable revenue since the value of money changes thus altering the expenses and revenues altogether.

4.3.3 Regulators's Influence on Project Implementation at Kenya Airways

The researcher sought to establish the effects of regulators on project implementation at Kenya Airways. The interviewees were required to indicate how well Kenya Airways has observed regulatory policies, rules and framework in their implementation of projects. From the responses, the researcher established that KQ has had no wrangles with regulatory authorities over the last five years. However, the firm has had numerous wrangles with labour bodies with issues regarding staff remuneration. This led to various labour strikes due to pay issues that had remained unsolved with the employees.

The study sought to establish if Kenya Airways always shared with regulators their intended projects before starting to implement them. From the responses the study found out that a regulatory framework in which regulators challenge firms to improve based on constructive and active engagement was effective in ensuring compliance before a serious problem emerges. This was especially the case with respect to risk management and the need for regulators to have sufficient skills to oversee firms in the context of rapid economic disparities, environmental changes and growing social demands in the society. Kenya Airways ensure adequacy of supervisory resources and the embedding of skills in regulatory staffs in the key prudential areas where failures have occurred in the recent past. The interviewees were further required to indicate how such information sharing affected implementation of projects were they indicated that regulators had executed their mandate through training, registration and enhancement of ethical practice thus enhancing performance in the aviation industry.

The interviewees were asked how well Kenya Airways observed the international safety standards in implementation of their projects. They indicated that safety was a key value for Kenya Airways and that KQ had even bagged the prestigious British Safety Council International Safety Award 2014. The award was in recognition of their commitment and effort to keep their employees and workplace free of injury and ill health. This has positively affected project implementation because employees carry out their activities in a good, injury-free working environment.

Among other ways in which regulators' involvement affect project implementation in Kenya Airways includes the environmental regulators whereby KQ has to abide by environmental regulations when carrying out its projects. These regulations include water quality, waste management, controlled substances, biodiversity and environmental impact assessment (EIA) regulations. KQ can improve regulators involvement in project implementation by encouraging negotiations with regulators and having very effective leadership that understands and abides by regulatory requirements.

4.3.4 Supplier's Influence on Project Implementation at Kenya Airways

The researcher sought to establish the effects of suppliers on project implementation at Kenya airways where the interviewees were required to indicate whether Kenya Airways notifies them of the projects they want to implement in advance. From the responses, majority of the suppliers agreed that they receive prior notifications from Kenya airways on project to be implemented in advance. These notifications of projects in advance influence the sourcing of supplies by making them plan for procurement of supplies.

It was further established that it influence timeliness in supply and provided buyers with significant information on purchasing so as to make informed choices when tendering. Further the organization had sensitized suppliers on benefits of environmentally sound commodities.

However, it was clear that majority of the interviewees disagreed that information regarding purchasing was not easily accessible. According to the interviewees, the organization had to a little extent embraced dissemination of information on purchasing to various stakeholders. The

interviewees further revealed that the top management of organization was committed to supply delivery specifications and cost issues. Suppliers were able to participate during product design/service delivery discussions and that the top management was committed to implement the implementation strategy in the organization.

The study found that supplier selection at Kenya Airways reduces the costs expenditures on projects. For an organization to obtain reliability and quality from suppliers, it has to decide how much it is willing to pay for the supplies. The supplier selection also reduces conflict of interest between the suppliers and management of the organization. The study also established that suppliers influence on the improvement of performance in productivity and enables in meeting objectives which emphasize that selection of the best supplier is an essential strategic issue vital for supply chain effectiveness and efficiency.

Among other ways in which suppliers' involvement affect project implementation in Kenya Airways included provision of information and being an important source of knowledge which might critically impact other parts of the projects being implemented. The interviewees established that KQ can improve supplier involvement by establishing a good relationship with their suppliers so that they can be fully involved in the projects' implementation.

4.4 Regression analysis

The researcher also conducted a multiple regression analysis to ascertain the influence of the various stakeholders on project implementation. The study results are shown in the subsequent sections.

4.4.1 Model Summary

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785	.616	.6141	.45864

As shown in Table 4.8, the value of R was 0.785 whereas the value of R square was 0.616. The standard error of the estimate was 0.45864. This implies that 61.6% of the changes in the dependent variable (project implementation) were attributed to the independent variables in the study.

4.4.2 ANOVA

Table 4.9: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	83.075	4	20.768	61.26	.014
Residual	21.052	62	.339		
Total	**104.127**	**66**			

The probability value of 0.014 indicates that the regression relationship was highly significant in predicting how the two independent variables (employees and customers) on implementation of projects in the aviation industry. The F critical at 5% level of significance was 1.96. Since F calculated 61.26 is greater than the F critical (value = 1.96) this shows that the overall model was significant

4.4.3 Co-efficients

The Co-efficients results in Table 4.10 shows the regression coefficients from all the independent variables used in the study.

Table 4.10: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta		
(Constant)	14.983	3.613	12.524	4.147	.021
employees	4.205	.320	2.149	13.141	.013
customers	2.009	.281	1.248	7.149	.016

The regression equation became;

$$\mathbf{Y = 14.983 + 4.205\ X_1 + 2.009\ X_2}$$

The findings showed that holding all the independent variables constant at zero, project implementation increased by 14.983. However, a unit increment in employees' involvement while holding all other factors constant led to 4.205 increments in project implementation. A unit increment in customers` involvement taking all other factors constant at zero led to an increment of 2.009 with regards to project implementation. These findings indicate that stakeholders involvement have a positive influence on project implementation. Employees had the greatest influence on project implementation followed by customers. The influence of all these stakeholders was positive as indicated by the positive beta co-efficients.

CHAPTER FIVE

SUMMARY OF STUDY, DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a general summary, discussion, conclusions and recommendations drawn by the study. In this chapter, the researcher also highlights suggestions for further research.

5.2 Summary of the study

This section presents the summary of the findings based on the research objectives.

5.2.1 Influence of Customers Involvement in the Implementation of Projects

The study found out that customers have an influence on the implementation of projects at Kenya Airways and customers bargaining power also had an influence on project implementation. The research findings further revealed that customer's preferences and tastes had an effect on project implementation.The respondents strongly agreed that changes in customer behaviour oftenly influences project implementation at Kenya Airways.

5.2.2 Influence of Employees Involvement in the Implementation of Projects

Employees are the driving force of any organization since they are involved in the day to day running of projects at the firm. They determine to a great extent if implemented projects will succeed since it is their discretion and expertise while carrying out assigned duties that determines overall project success. The research findings also established that employees have an influence on project implementation. The study results showed that the firm trained them on

necessary skills required in projects implementation and also guided them on how to accomplish assigned tasks and duties with regards to project implemenatation. These findings depict that employees have an influence on project implementation since their expertise and skill is imperative to achieve project success. The training of employees to ensure that they are well equipped with desired skills and technical expertise ensures that they diligently attend to assigned tasks. Employees therefore have the key to both success and failure to projects since they are readily involved in their execution.

5.2.3 Regulators's Influence on Project Implementation at Kenya Airways

On regulators influence the study found out that KQ has had no wrangles with regulatory authorities over the last five years. However, the firm has had numerous wrangles with labour bodies with issues regarding staff remuneration. This led to various labour strikes due to pay issues that had remained unsolved with the employees.

5.2.4 Supplier's Influence on Project Implementation at Kenya Airways

The study established that majority of the suppliers receive prior notifications from Kenya airways on project to be implemented in advance thus influence the sourcing of supplies by making them plan for procurement of supplies. It was further found out that it influence timeliness in supply provided buyers with significant information on purchasing so as to make informed choices when tendering. Further the organization had sensitized suppliers on benefits of environmentally sound commodities. The study further revealed that the top management of organization was committed to supply delivery specifications and cost issues. Suppliers were

able to participate during product design/service delivery discussions and that the top management was committed to implement the implementation strategy in the organization.

5.3 Discussion of Study Findings

The study results showed that the various stakeholders have an influence on project implementation at Kenya Airways. It was established that customers and their bargaining power, their preferences and tastes have an influence on the implementation of projectsat Kenya Airways. It was further established that changes in customer behaviour oftenly influences project implementation. These findings concur with Kotler (2005) that life style beliefs and attitudes of customers ought to be incorporated as key components of strategic management to any organization since they influence project implementation. Therefore, management ought to keenly consider the overall culture of the target customers in their project change management processes to ensure that they do not act against such projects all together. Schiffman (2000), opine that the process of managing strategic change in an organization has to take into consideration the influence of consumers purchase behavior since it influences the degree of project success. The study established that customer`s demand, availability of substitutes and customer satisfaction also affects project implementation at Kenya Airways.

The regression findings indicate that stakeholders involvement have a positive influence on project implementation. Employees had the greatest influence on project implementation followed by customers. The influence of all these stakeholders was positive as indicated by the positive beta co-efficients. It was further established that employees had the greatest influence on project implementation. The study results showed that the firm trained them on necessary skills

required in projects implementation and also guided them on how to accomplish assigned tasks and duties with regards to project implemenatation.These findings depict that employees have an influence on project implementation since their expertise and skill is imperative to achieve project success. These results concur with Choudhury, Kalyar and Rehman (2012), that human resources management is critical to project success since human factors such as training, skills and competence are a resource that determines the successful implementation of a project. Effective project implementation requires a leader who can influence organization members to focus their efforts in the same direction through team work. The findings further revealed that employees` clear understanding of the project goals, individual employee behavior, employee attitude, availability of resources and the provision of adequate managerial support have an impact on the implementation of new projects. The leader and key organizations players like the CEO and the directors should support each other for best results to be achieved (Hrebinak, 2005). In order be able to execute the expected operation, each of the interested parties including employees ought to have the required qualifications as well as enough information concerning the respective project (Kalinova, 2007).

On regulators influence on project implementation the study found it had great influence which concurs with Ungson, James and Spicer (1985) who examined the effects of regulatory agencies on organizations in wood products and high technology/ electronics industry. The study compared the effects on organizations in two industries of regulatory agencies and other sectors of task environment. Findings indicate that regulatory agencies differ from other sectors in their influence on planning and goal setting, the nature and frequency of internal organizational adjustments to their actions and the specific characteristics of regulatory activities considered to

be adverse. This study shores that the regulatory framework existing on a given industry may influence the execution of projects in that industry.

Suppliers influence on project implementation at Kenya airways greatly this concurs Walter *et al.* (2003) that there are four components of involving suppliers in the implementation of projects and business goals. The first component, “cost reduction”, seeks to leverage the supplier's ability to reduce their joint total cost, enabling the buyer to compete on selling price. The second component, “time compression”, seeks to leverage the supplier's ability to achieve higher market responsiveness, both in product development and in supply chain execution. The third component, “innovation”, seeks to leverage the supplier's ability to improve their product portfolios. A supplier's proactive ability to develop new or improve existing products is seen as valuable by buyers. The fourth component, “access to new buyers/suppliers”, seeks to leverage the supplier's ability to act as a bridge to new and potentially valuable supply chain associations.

5.4 Conclusions

From the findings, it can be concluded that stakeholders have an imperative influence on project implementation since they are affected in one way or another by such intended projects. The researcher concluded that all stakeholders ought to be readily involved in project design, implementation, evaluation and enhancement. This will ensure that such projects are accepted by these stakeholders without showing any dysfunctional behavior that may seriously impede their success. Projects are formulated by senior management but implementation is left to subordinates at all departments of the organization. These subordinated ought to be enlightened through training so that they can execute project tasks diligently. Training of the personnel who

are mandated with the responsibility of project implementation will ensure that projects achieve their desired output. Employee skill and expertise is therefore critical to successful project implementation.

The study also concludes that Kenya airways have had no wrangles with regulatory authorities over the last five years though the firm has had numerous wrangles with labour bodies with issues regarding staff remuneration which led to various labour strikes due to pay issues that had remained unsolved with the employees.

The study further concludes that that the top management of organization was committed to supply delivery specifications and cost issues. Suppliers were able to participate during product design/service delivery discussions and that the top management was committed to implement the implementation strategy in the organization. The study results showed that the involvement of various stakeholders influence the implementation of projects at KQ. The study therefore was successful in showing that indeed stakeholder's involvement is crucial to successful project implementation.

5.5 Recommendations

The following recommendations were made with reference to the study findings.

i. Firms ought to ensure that their employees are competitively remunerated to avoid labour strikes and squabbles with labour unions that lead to strikes. Content employees are satisfied hence motivated to work better hence working towards the realization of project goals. Organizations cannot achieve their desired project output if they do not have

adequate human resource. Firms should therefore effectively manage their human resource in order to realize organizational success.

ii. Additionally, firms ought to readily involve their customers in project development and evaluation so that significant changes in customers` tastes and preferences can be addressed. This will ensure that these projects are implemented in line with customer demands thus ensuring their ultimate success.

iii. The study further recommends that if the firms are to benefit from project implementation, it ought to consult relevant authorities to ensure that such projects are not terminated hence leading to losses. This will also serve to ensure that firms are in good working relations with relevant authorities hence creating a conducive work environment.

iv. The study recommends that an implementation of appropriate measures to developed the benefits that come with supplier performance and other cost saving opportunities requires fine tuned balancing of all variables, for example, too much emphasis on the price and delivery schedule might hamper the development of the supplier’s product and process quality. As the study shows, supplier evaluation is not concerned with a single set of homogenous activities. Instead, the evaluation of a supplier and its performance involves several activities representing various perspectives that lead to complex results and require different skills. Therefore, Kenya Airways need to further explore the relationship among the various combinations of evaluation procedures.

5.6 Suggestions for Further Study

This study was carried out with a case of Kenya Airways in Nairobi County. The research primarily focused on the influence of stakeholder's involvement on implementation of projects in the aviation industry. Future studies ought to be done by investigating the specific inherent factors and attributes that lead to project failure in the Kenyan aviation industry.

Future assessment on the extent of staff training and expertise ought to be carried out so as to determine the extent that employee capabilities influences project implementation. Their behavior with regards to acquired skills could also be an item for future research.

The researcher recommends that future studies can investigate the influence of organizational resources and facilities on project implementation. This will enable apprehend how inadequate resources are an impediment to successful project implementation.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL OF INSTRUMENTS

Sally A. Gumbe,
P.O. Box 20795 00202
KNH,
Nairobi.
Tel: 0720582608

Dear Respondent,

RE: REQUEST FOR PARTICIPATION IN DATA COLLECTION

I am a student in the University of Nairobi pursuing Master of Arts in project planning and management. To meet the requirements for the award of the degree, am undertaking a study on Influence of stakeholder's involvement on implementation of projects in the aviation industry: A case of Kenya Airways

Kindly provide data that I require for this study through the provided research instruments.

The information you provide will be used for research purpose only and your identity will be held confidential.

Thank you

Yours faithfully,

Sally A. Gumbe

University of Nairobi

APPENDIX II: QUESTIONNAIRE FOR CUSTOMERS

Kindly answer all questions by putting a tick (√) in the appropriate bracket or by writing your response in the provided spaces.

Section A: Demographic Information

1. Indicate your gender: Male ( ) Female ( )
2. Please indicate your age bracket (tick where appropriate)

   21 – 30 Years ( )

   31 - 40 Years ( )

   41 - 50 years ( )

   Over 50 years ( )

3. What is the number of years that you have used the services of Kenya Airways

   Less than 5 years ( )

   5-10 years ( )

   11-15 years ( )

   16-20 years ( )

   21-25 years ( )

   Over 30 years ( )

4. Please indicate your highest level of education achieved

   Diploma ( )

   Degree ( )

   Masters ( )

   PhD ( )

5. Section B: Influence of customers in the implementation of projects at Kenya Airways

Below are statements on Customers' influence on project Implementation in an organization. On a scale of 1-5, (where 5= strongly agree, 4= agree, 3=neutral, 2= disagree and 1= strongly disagree) please rank your level of agreement with each statement.

	1	**2**	**3**	**4**	**5**
The success of project implementation at Kenya airways is dependent on customer involvement.					
I would recommend other customers to Kenya Airways because the company considers customers in their project implementation					
I would repeatedly use the services of Kenya Airways because of customer involvement practices during project implementation in the company.					
Customers form key stakeholders of Kenya Airways					
Customers preferences and tastes are key factors affecting project implementation					
The bargaining power of the customer has an influence on project implementation					
Change in customer behaviour oftenly influences project implementation at Kenya Airways					
Customer relationship with Kenya Airways influences project implementation					
Customers provide the necessary influence to Kenya Airways in terms of competitive advantage, revenue and profits.					
Customers influence the implementation of projects at Kenya Airways					

6. In your own opinion, what other ways does customer involvement affect project implementation at Kenya Airways?

   _____
   _____

7. What can Kenya Airways do to improve the involvement of customers in its project implementation?

   _____
   _____

8. To what extent has customers influenced project implementation at KQ?
   No extent ( )
   Little extent ( )
   Moderate extent ( )
   Great extent ( )
   Very great extent ( )

APPENDIX III: QUESTIONNAIRE FOR EMPLOYEES

Kindly answer all questions by putting a tick (√) in the appropriate bracket or by writing your response in the provided spaces.

Section A: Demographic Information

1. Indicate your gender: Male ( ) Female ( )
2. What is your position at Kenya Airways

Management employee ( )

Junior level employee ( )

3. Please indicate your age bracket

21 – 30 Years ( ) 41 - 50 years ( )

31 - 40 Years ( ) Over 50 years ( )

4. How many years have you worked at the organization?

Less than 5 years ( ) 15-20 years ( )

5-10 years ( ) 20-25 years ( )

10-15 years ( ) Over 30 years ( )

5. What is your highest level of education?

Diploma ( ) Masters ( )

Degree ( ) PHD ( )

6. **Section B: Employees' Influence on Project Implementation at Kenya Airways**

Below are statements on Employees'Influence on Project Implementation. On a scale of 1-5, (where 5= strongly agree, 4= agree, 3=neutral, 2= disagree and 1= strongly disagree) please rank your level of agreement with each statement with reference to Kenya Airways.

	1	2	3	4	5
I am consulted on issues concerning project implementation at Kenya Airways					
I am guided on how to accomplish my tasks and duties in the implementation of projects at Kenya Airways					
I am always well informed of the projects being implemented at Kenya Airways					
My managers guide me on how to accomplish tasks for the better implementation of projects at Kenya Airways					
I am trained on necessary skills required in the implementation of projects at Kenya AIrways					
My managers influence my towards the delivery of tasks during project implementation time					
Kenya Airways engages employees and encourages their adoption of a new way of doing their jobs					
Project implementation mobilizes the employees to be successful and deliver value to Kenya Airways					
Employees play a key role in the implementation process of Kenya Airways' projects					
Clear understanding of the project links each employee to the tasks at hand to the overall organizational direction					
Leaders encourage teamwork among employees to ensure timely delivery on projects targets					

7. In your own opinion, in what other ways do employee involvement affect project implementation at Kenya Airways?

   _____

   _____

8. Below are several strategies that organizations use to ensure optimal involvement of employees in project implementation in an organization. Kindly indicate the extent to which each of these have been applied by Kenya Airways. Use a scale of 1-5, (where 5= very great extent, 4= great extent, 3=moderate extent, 2= little extent and 1= no extent).

Employee Skills	**1**	**2**	**3**	**4**	**5**
Training employees on customer service					
Training employees on communication skills					
Training employees on project management					
Training employees on technical knowledge on the project					
Employees have project implementation skills					
Employees have project evaluation skills					
The leaders at KQ involve other employees in project decision making process.					
The leaders at KQ exclude employees from key project decision making process					
The leaders allow employees to use their desecration in going about their tasks to deliver on the projects					
There is good team work among employees at KQ					
Employees at KQ have the requisite skills in performing their tasks in projects					

9. To what extent has Kenya Airways faced challenges in its project implementation processes? Please indicate on a scale of 1-5 the extent to which KQ has faced the following challenges.Use a scale of 1-5, (where 5= very great extent, 4= great extent, 3=moderate extent, 2= little extent and 1= no extent).

Employee Skills	**1**	**2**	**3**	**4**	**5**
Limited financial resources to implement projects					
Limited employee skills in project execution					
Frequency employee strikes					
Poor communication in the Organization					
Political influences on the organization					

What other challenges has KQ faced in its project implementation?

_____

_____

10. To what extent has employees influenced project implementation at KQ?

No extent ( )
Little extent ( )
Moderate extent ( )
Great extent ( )
Very great extent ( )

APPENDIX IV: INTERVIEW GUIDE FOR REGULATORS

Section A: Demographic Information

1. Name of the organization
2. What is your position in the organization?
3. For how long have you worked with this organization?

Section B: Regulators's Influence on Project Implementation at Kenya Airways

4. How well has Kenya Airways observed the regulatory policies, rules and framework in its implementation of projects?
5. Does Kenya Airways always shares with you its projects before starting to implement them? How does this affect the implementation of these projects?
6. How well has Kenya Airways Observed the international safety standards in the implementation of its projects? How has this affected project implementation?
7. How well does Kenya Airways Observe labour relations? How does this affect project implementation?
8. In your own opinion, in what other ways do regulators involvement affect project implementation at Kenya Airways?
9. What can Kenya Airways do to improve the involvement of regulators in its project implementation?

APPENDIX V: INTERVIEW GUIDE FOR SUPPLIERS

Section A: Demographic Information

1. Name of the organization
2. What is your position in the organization?
3. For how long have you worked with this organization?
4. For how long have you been supplying to Kenya Airways?

Section B: Suppliers Influence on Project Implementation at Kenya Airways

5. Does Kenya Airways notify you of the projects they want to implement in advance? Please explain
6. How does this early notification affect your performance in contracts with them?
7. How does notification of their projects influence the sourcing of supplies in your organization?
8. How does this early notification influence your timeliness in supply? Please explain
9. How does notification of their project implementation influence your ability to supply to them?
10. How does this early notification influence your ability to supply the quantities required? Please explain
11. How does this early notification influence supply delivery specifications? Please explain
12. How does this early notification influence your cost of supply in relation to the budget? Please explain
13. In your own opinion, in what other ways do supplier involvement affect project implementation at Kenya Airways?
14. What can Kenya Airways do to improve the involvement of supplier in its project implementation?