

**STAKEHOLDER INVOLVEMENT AND PROJECT IMPLEMENTATION
OF AIRCRAFT DELIVERIES: A CASE OF DELIVERY OF 737-8
FREIGHTER AIRCRAFT TO KENYA AIRWAYS**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
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DECLARATION

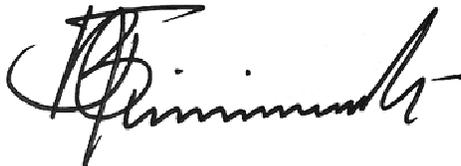
This research project is my original work and has not been presented for an academic award in any other university.

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This research Project has been submitted for examination with my approval as the University supervisor.



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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	vi
ACKNOWLEDGEMENTS	vii
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	11
1.1. Background of the study	11
1.1.1. Stakeholder Involvement.....	12
1.1.2. Project Implementation.....	13
1.1.3. Stakeholder Involvement and Project Implementation	15
1.1.4. Aircraft deliveries to airline operators in Kenya	16
1.2. Research Problem	18
1.3. Objectives of the study.....	19
1.4. Value of the study	20
CHAPTER TWO: LITERATURE REVIEW	21
2.1. Introduction.....	21
2.2. Theoretical Review	21
2.2.1. Stakeholder theory	21
2.2.2. Project Management Competency theory	22
2.2.3. Institutional theory	23
2.3. Project implementation.....	24
2.4. Empirical studies.....	25
2.5. Conceptual Framework.....	29
2.6. Summary of Literature Review and Research Gap	30
CHAPTER THREE: RESEARCH METHODOLOGY	33
3.1. Introduction.....	33
3.2. Research Philosophy.....	33
3.3. Research Design	33

3.4. Target population.....	34
3.5. Sample size and Sampling technique	35
3.6. Data collection Instrument	36
3.7. Validity and reliability	37
3.8. Data collection process.....	38
3.9. Data analysis techniques.....	38
3.10. Ethical considerations.....	39
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS	40
4.1 Introduction.....	40
4.2. Demographic information.....	40
4.2.1. Respondents' Educational levels.....	40
4.2.2. Respondents' Role.....	41
4.2.3. Participants' Experience.....	41
4.3. Descriptive statistics	42
4.4 Inferential statistics	46
4.4.1 ANOVA.....	46
4.4.2 Regression analysis	47
4.5 Discussion of findings.....	51
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS	54
5.1. Introduction.....	54
The study is concluded in this chapter, which also offers suggestions for further research and practical applications. A synopsis of the study's limitations and current findings is also included in this chapter.	54
5.2. Summary of the findings	54
5.3. Conclusion.....	55
5.4. Recommendations.....	55
5.5 Limitations of the study	56
5.6. Suggestion for Further Research.....	56
REFERENCES.....	57
APPENDICES	65
Appendix 1: Questionnaires.....	65
Appendix 2. Budget	70

Appendix 3: Work plan71
Appendix 4. Research License72

DEDICATION

I dedicate this project to my father, who provided financial assistance and has enabled me to complete this research Project. Making Him proud was one of the major motivations to finish this project. This dissertation would not have been possible without the support and encouragement of my brothers John Kevin Mburu and Mark Robert Kinuthia.

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LIST OF TABLES

1. Table 1: Literature matrix table and Research gaps.....	13
2. Table 2: Target population.....	18
3. Table 3: Sample size.....	18
4. Table 4: Gender distribution.....	26
5. Table 5: Participants' educational level.....	26
6. Table 6: Participants' Role.....	26
7. Table 7: Respondents' frequency of participating in aircraft delivery project.....	28
8. Table 8: Extent of staff engagement in various project implementation elements....	28
9. Table 9: The impacts of stakeholder engagement on project implementation.....	29
10. Table 10: Influence stakeholder control, communication, planning and risk management on project implementation.....	30
11. Table 11: Descriptive Statistics on the performance of project implementation.....	31
12. Table 12: ANOVA on the project performance due to stakeholder participation.....	32
13. Table 13: Model Summary.....	33
14. Table 14: ANOVA ^a	33
15. Table 15: Coefficients of predictor variable.....	34

LIST OF FIGURES

Figure 1: Conceptual framework.....	12
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ABBREVIATIONS AND ACRONYMS

BLT- Business Leadership team

IT- Information technology

KCAA-Kenya Civil Aviation Authority

KQ- Kenya airways

LOI- Letter of Intent

NACOSTI- National Commission For Science, Technology & Innovation

NEMA- National environment management authority

RFP- Request for Proposal

SPSS- Statistical Package for the Social Sciences

ABSTRACT

Stakeholder analysis is essential to managing social capital and human resources in a project. Kenya Airways has been experiencing challenges in the previous years because various stakeholders were not engaged in project formulation and implementation, resulting in poor performance. Therefore, the proposed research will examine how stakeholder engagement affects project implementation of aircraft delivery, especially the delivery of 737-8 freighter aircraft to Kenya Airways. Four specific objectives will guide the study. A quantitative method with a conclusive design was used to achieve the research purpose. Structured questionnaires were used to gather information from 15 individuals were sampled using basic random sampling techniques and stratified sampling methods. However, Prior to the actual data collection, a pilot study and test-retest procedures were employed to assess the accuracy and consistency of the data collection instruments. The quantitative data was examined using Statistical Package for the Social Sciences (SPSS), where inferential and descriptive statistics will be computed. The findings revealed that various stakeholder aspects such as stakeholder planning, control, communication, and risk management significantly and positively affect project implementation of aircraft delivery with KQ. The findings suggested that stakeholder involvement should be encouraged with KQ to promote effective project implementation.

Keywords: *Project implementation, stakeholder involvement, and aircraft delivery.*

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

In Kenya, the airline sector is continuously expanding, with a significant requirement for aviation services exerting substantial pressure on aircraft delivery to airline operators (Ríos et al., 2016). While various mechanisms, such as regulatory and market techniques, have been influential in promoting project implementation of aircraft delivery, stakeholder engagement or involvement has been recognized as an effective technique for enhancing the delivery of aircraft to airline operators (Altfeld, 2016). According to Hilman (2020), stakeholder involvement fosters the sustainable project implementation of aircraft delivery because it promotes a shared understanding of the project's schedules, roles and goals. Studies such as that of Balasubramanian (2019) stated that engaging all stakeholder during the implementation of aircraft delivery projects encourage teamwork and facilitate periodic communication so that stakeholders can share critical information, discuss issues and address new challenges, leading to project success. As a result, there must be a close positive association between the implementation of aircraft delivery projects and stakeholder involvement.

The stakeholder theoretical framework of managing and organizing organizations is one of the significant theories underpinning this study. Stakeholder theory was developed by Richard Edward Freeman in 1984 and has emerged as a major paradigm change in the last century to describe the nature of connections between institutions and their stakeholders, according to Jones et al. (2017). Contrary to the concept (Freeman, 2015), stakeholders are any group of people who stand to gain or lose from an organization's success in achieving its objectives. Based to the stakeholder theoretical framework, businesses must recognize and respond to the various demands made by

their constituents, which include local communities, suppliers, employees, regulators, and customers (Freeman, 2023). Therefore, the theory is essential in this proposed study because it can help explain the significant roles that various parties involved, in making sure that aircraft delivery initiatives are carried out successfully.

Researchers such as Flouris and Lock (2016) have explored how stakeholder involvement affects the implementation of aircraft delivery projects. More fundamentally, project teams can boost the effectiveness of project implementation and its success by identifying the value of stakeholder engagement that leads to smooth airline transitions, contract negotiations, logistic planning, risk mitigation, and conflict resolutions. Moreover, project stakeholders collaborate to determine potential risk factors and establish backup plans to reduce disruptions while implementing the aircraft delivery projects. Stakeholder involvement helps assess factors that can affect delivery timeliness, such as logistical challenges, poor weather and geopolitical development, which project success (Mohan et al., 2018).

1.1.1. Stakeholder Involvement

According to Heravi et al. (2020), stakeholder involvement refers to people who are affected or can affect the achievement of the organizational goals. It entails identifying and prioritizing stakeholders' concerns according to the managerial understanding of stakeholder salience. Researchers such as Wamsler (2017) and Eskerod et al. (2019) also stated that stakeholder involvement is a process that firms can follow to listen to, inform or collaborate with their existing stakeholders. Therefore, stakeholder involvement comprises determining, comprehending and engaging individuals who have a stake in the outcomes of plans.

Researchers have studied the impacts of stakeholder involvement on project implementation and success. According to Erkul (2018), involving stakeholders in the decision-making processes promotes project outcomes by decreasing conflict, leading to the achievement of project goals. More fundamentally, Stakeholder involvement is crucial for successful project execution since it facilitates project conceptualization, planning, and evaluation. Even though studies show the value of stakeholder engagement in project implementation, Smith and Jacobs (2018) discussed that aviation often encounters challenges in coordinating various stakeholders, such as regulatory bodies, manufacturers, and lessors engaged in aircraft delivery. As a result, balancing the expectations and interests of the stakeholders above while ensuring a smooth aircraft delivery can be complex.

Many authors have operationalized and measured stakeholder involvement in their studies. For example, according to Wamsler (2017) and Eskerod et al. (2019), stakeholder involvement usually manifests as governance structures such as advisory committees, advisory boards or steering committees, and surveys or interviews can be used to gather quantitative and qualitative information on stakeholder satisfaction, opinions, expectations, suggestions or perceptions to measure stakeholder engagement. However, the current study will use questionnaires to collect quantitative data to measure the level of stakeholder communication, control, planning, and risk management that affects project implementation of aircraft delivery.

1.1.2. Project Implementation

Project Management Institute (2017), asserts the execution of projects is an important stage in the project management lifecycle when project teams put project plans into action and undertake the scheduled activities to achieve the project goals. It comprises resource allocation, task

performance, and project control and monitoring to ensure that project goals are attained within the established parameters (Kerzner, 2017). Burston (2018) and Igwe and Ude (2018) further stated that project implementation involves undertaking project management strategies, organizing various stakeholders, allocating resources, and making sure the project forward as planned. As a result, project implementation comprises processes undertaken to complete tasks in accordance to project specifications.

A systematic review by Larsen et al. (2016) reveals that project implementation is influenced by many contextual factors, which negatively affect the project's success. Within the airline industry in Kenya, implementation of aircraft delivery encounters several challenges such as adherence to Kenya aviation rules and international aviation safety standards (Doganis, 2014). Additionally, technical acceptance procedures and aircraft customization difficulties can complicate the implementation process, delaying aircraft delivery to airline operators. According to Brown et al. (2019), identifying appropriate lease terms can also affect financial commitments and operation flexibility, thereby impacting the implementation of aircraft delivery projects within the Kenya Airways company.

Venkatesh et al. (2016) examined the effectiveness of information technology (IT) initiatives by assessing project team performance, project deliverables, user acceptability and system functionality. The researchers examined the usability and operation of the IT system by undertaking usability tests, system demonstrations, and comparing system features to project requirements. Interviews, surveys and user feedback were employed to identify how satisfied and well-liked users were with the established IT system, considering factors such as ease of use,

dependability, and user experiences. In this proposed study, however, structured questionnaires will be used to measure project implementation outcomes based on stakeholder involvement.

1.1.3. Stakeholder Involvement and Project Implementation

The existing studies have explored the link between project execution and stakeholder participation. In their research on strategic niche and stakeholder involvement within the aviation industry, Koistinen et al. (2019) that there is a substantial relationship between stakeholder participation and implementation, especially when it comes to project performance. The primary argument is that stakeholder engagement directly contributes to better project implementation, which increases project performance. Similarly, Flouris and Lock (2016) found that involving airline stakeholders in project planning, monitoring, and decision-making positively and substantially resulted in project success, which implied that stakeholder involvement is positively associated with project implementation within the airline industry. The above two studies concluded that promoting stakeholder engagement in project implementation contributes to project success. Concerning Kenya Airways, stakeholder participation results in the successful implementation of aircraft delivery to airline operators because greater team coordination and information exchange significantly boost effectiveness and efficiency during project execution. According to Pamsel and Wiewiora (2019), By actively participating, stakeholders' wants and expectations can be included during the planning stages which Eventually helping in the accomplishment of aircraft deliveries.

1.1.4. Aircraft deliveries to airline operators in Kenya

The delivery of aircraft to airline operators within the Kenyan aviation sector is a significant process, requiring several stakeholders. In his article, Bows-Larkin (2016) pointed out that aircraft delivery is the process of offering a newly-built aircraft or plane to customers for the first time. It can also transpire during transitions when aircraft existing in operation are re-delivered to new owners. According to Gumbe (2016), various stakeholders such as manufacturers, suppliers, regulators, shareholders, customers and government are needed for a smooth aircraft delivery. Therefore, proper coordination and management of airline stakeholders is essential for effective aircraft delivery to airline operators in Kenya.

Within Kenya airways, the process starts with the process of finding and purchasing a new aircraft that best meets Kenya Airways' (KQ) needs starts at the Network Planning department which conducts an assessment whereby the plan consists of how many aircraft's they would need according to the passenger traffic and new routes to be established. Afterwards the fleet development department will decide what aircraft best suites the route chosen as well as the number of people or cargo is best fit. The Business Leadership Team (BLT) must review and approve the aircrafts choosen. After receiving the BLT's approval to move forward with the acquisition of an aircraft, Fleet Development must assemble a project team made up of members from the stakeholder departments to help carry out the acquisition transaction.

The team compiles all required specifications and Request For Proposal (RFP) will be drafted and a subsequent RFP is sent to prospective manufacturers or sellers to bid for the aircraft. After submission deadline, all received proposals with be reviewed by the project team. The proposals may be in the form of a Letter of Intent (LOI) containing the general terms of the purchase,

technical characteristics of the aircraft, pre-buy inspection and the expiration time for the offer. After wards, a technical and financial evaluation of the received proposals will be reviewed and then shortlist a few of the most competitive proposals for further negotiation and consideration. After receipt of best and final offer, the project team with narrow the decision to a specific model that fits to the airline budget. The most beneficial proposal with be identified and recommendations made to the BLT and KQ Board for approval and LOI sign-off.

After LOI sign off, the project team and prospective seller with negotiate the requisite contract document that facilitates acquisition. This might be in the form of a definitive purchase agreement or aircraft lease agreement. Fleet Development team with present the negotiated document to the BLT and subsequently to the KQ Board for final approval and execution. Upon contract execution by KQ Senior Management, Fleet Development Manager with commence with the aircraft delivery and acceptance plans that with include ensuring the aircraft is brought to conformity with delivery conditions, financing and other contractual signoffs. The group will gather all necessary parameters and design the Request for Proposals (RFP). The manager of fleet development will forward the request for bids to potential makers or sellers of the aircraft. The project team will review each proposal after the deadline for submission. The offers might take the kind of a Letter of Intent (LOI), which would include the pre-buy examination, technical specs of the aircraft, basic terms of the purchase, and the offer's expiration date.

The team will pick a few of the most competitive ideas for additional negotiation and consideration after performing a technical and financial review of the received proposals and set up in-person talks with the top-ranked bids on the shortlist. The project team will select a single model that

meets the goal and budget after receiving the best and final offer. The best proposal will be determined, and recommendations for approval and LOI sign-off will be submitted to the BLT and KQ Board.

The project team and the potential seller will negotiate the necessary contract agreement that enables acquisition after the LOI is signed off. This could take the shape of an aircraft lease agreement or a final purchase deal. The negotiated instrument must be presented by the Fleet Development Manager to the BLT and then the KQ Board for final approval and implementation. The fleet development department will start working on the aircraft delivery and acceptance plans as soon as KQ Senior Management executes the contract. This will involve making sure the aircraft is brought into compliance with all contractual signoffs, finance requirements, and delivery conditions. (Kenya airways, 2017)

1.2. Research Problem

The existing evidence shows that Stakeholder involvement is important for project execution since it increases the likelihood of success.. While studies such as that of Altfeld (2016) have considered the value of stakeholder participation, a single attribute, in promoting project success, Clark (2017) argued that stakeholder engagement and implementation of aircraft delivery projects should be studied together to comprehend how stakeholder participation affects project implementation, which in turn leads to project success. Furthermore, Keivanpour (2017) discussed that the relationship between project implementation and stakeholder involvement still needs to be clarified since previous research have centered on the relationship between project performance and stakeholder participation. preventing active engagement of various stakeholders during aircraft delivery that causes project failure. At the same time, Keivanpour et al. (2015) postulated that the

Kenya Airways company is experiencing myriads of challenges: globalization, stiff competition, increased fuel prices, rapid technological transformation, poor schedule integrity, and process inefficiency, affecting aircraft delivery projects. A study by Gumbe (2016) further showed that most studies concerning stakeholder involvement and implementation of aircraft delivery projects to airline operators have focused on more developed nations and other Asian countries. As a result, a few studies are concentrating on Kenya's airways. Moreover, most of these studies have used qualitative methods, making it challenging to justify the relationship or link between stakeholder involvement and project implementation of aircraft delivery to airline operators. Therefore, the proposed study will examine their relationship using a quantitative with a conclusive design.

1.3. Objectives of the study

The following section outlines the principal objectives of the research.

- I. To determine the extent to which stakeholder planning affects the implementation of aircraft deliveries within Kenya Airways.
- II. To determine how much stakeholder communication influences the implementation of aircraft deliveries within Kenya Airways.
- III. To explore the degree to which stakeholder control affects the implementation of aircraft deliveries within Kenya Airways.
- IV. To determine the degree to which stakeholder risk management impacts the implementation of aircraft deliveries to airline operators within Kenya Airways.

1.4. Value of the study

Kenya Airways, can use the insights to optimize its aircraft delivery processes, enhance stakeholder engagement, and improve project implementation. This will Enhance efficiency and effectiveness in aircraft deliveries can result in cost savings, improved timelines, and ultimately, a more competitive position in the aviation market. Similarly, other airline operators in Kenya can learn from the case study and apply best practices or tailor strategies to their own organizations as this will Improve understanding of successful project implementation and stakeholder involvement can lead to better decision-making, ultimately benefiting the efficiency and sustainability of airline operations.

On the other hand, suppliers, regulatory bodies, airport authorities, and other stakeholders in the aviation industry. Understanding the dynamics and challenges of aircraft deliveries can help stakeholders align their services, regulations, and support mechanisms to enhance the overall aviation ecosystem. Similarly, relevant government bodies such as the Kenya civil aviation authority (KCAA) involved in aviation policy and regulation can use the research to inform policy decisions and the Research findings can help policymakers understand industry dynamics, challenges, and best practices, aiding in the formulation of policies that support a more efficient and sustainable aviation sector.

CHAPTER TWO: LITERATURE REVIEW

2.1.Introduction

The following chapter examines current studies on the effects of stakeholder involvement on project implementation of aircraft delivery from a global perspective. The chapter also examines the existing theoretical frameworks explaining the phenomenon under investigation. However, the chapter ends with a section summarizing and identifies the gaps in research.

2.2. Theoretical Review

Theoretical frameworks such as stakeholder theory, institutional theory, and project management competency theory can be used to describe how stakeholder engagement impact implementation of aircraft delivery projects. Stakeholder theory takes into account project management competency. The reason is that for successful project execution it requires competencies, planning, risk management, stakeholder engagement as well as stakeholder communication. It is important that competent project managers understand that engaging stakeholders is crucial for project success, On the other hand, Stakeholder theory aligns with institutional theory by recognizing stakeholders as significant components of the institutional environment. Adhering to stakeholder interests addresses institutional norms and expectations, showcasing how Stakeholder theory integrates and influences within the broader institutional landscape making Stakeholder theory the over arching theory foundational aspect.

2.2.1. Stakeholder theory

This proposed study will adopt a stakeholder theoretical framework. According to Jones et al. (2017), Richard Edward Freeman came up with the stakeholder theoretical concept in 1984 to defend and explain organization management. The stakeholder theory's claims that organisations must respond and to the different demands of constituents, entailing regulators, suppliers, customers, and employees. While agreeing with this assumption, Freeman et al. (2020)

demonstrated that the primary proposition of the stakeholder theoretical framework is that organizations must concentrate on the relationship between them and stakeholders instead of focusing on organizational attributes and stakeholders. More fundamentally, the theory tackles business values, ethics, and morals when managing stakeholders engaged in an organization or project. However, the stakeholder theory's primary criticism is that the requirements and interests of various stakeholders cannot be reconciled equitably (Miles, 2017; Jones et al., 2018). The theoretical framework is suitable for this proposed research since it explains stakeholders' significant roles in ensuring successful project implementation.

2.2.2. Project Management Competency theory

The proposed research will also apply a project management competency theoretical framework to explain how various competencies emerging from engaging stakeholders enhance the implementation of aircraft delivery projects. According to Takey and de Carvalho (2015), project management competency theory was authored by Mclelland and Maber in 1980 to explain and apply stakeholders' competencies in project implementation. The theoretical framework sets stakeholder or employees' competencies that result in better firm performance. Similar arguments are also evident in the article by Chen (2019), who further opined that the theory outlines competencies such as behaviors, attitudes, knowledge, and skills as essential attributes that stakeholder's must-have for successful project implementation. However, the framework's validity has been questioned continually, hindering its applicability. In this proposed research, the theoretical framework will help explain communication, and planning, for example—affect Kenya Airways' airline operators' ability to execute the delivery of aircraft.

2.2.3. Institutional theory

The study will also use an institutional theoretical framework for the procedures and reasons for organizational behaviors. Peters (2019) stated that institutional theory was attributed to the works of institutional behaviors that matched and were connected to the protocols and standards, which have developed frameworks for all institutional behavior and actions. According to Meyer et al. (2017), the primary premise of the institutional framework is that firms are impacted by prescriptive pressures, which emerge from external and internal parts of the organization, which are changed and made into legitimate elements based on operational procedures, required licenses, and legal requirements that control how tasks are completed. The theoretical framework is based the claim that firms' behaviors are reproduced and copied, leading to routines and norms, which are finally standardized to become the standard standardized expectation practices for firms (Munir, 2015). However, the common criticism of institutional theory is that the theory lacks an emancipatory agenda (Cornelissen et al., 2015). The theoretical framework is valid for stakeholder and project implementation. It is evident from this theory that including stakeholders in implementing projects within organisations is vital from an institutional perspective because it is the routine and norms in project implementation processes. Therefore, stakeholder involvement is an accepted practice that must be followed in order to achieve the project's objectives.

2.3. Project implementation

A systematic review and a meta-analysis by Burston (2015) discussed project implementation as turning project designs and plans into practical activities to provide desired project outcomes. More fundamentally, project implementation involves planning, initiating, monitoring and controlling project activities. In their study analyzing project implementation success within the aviation industry, Zheng (2017) concurred with the above assumptions and further postulated that aircraft delivery projects are successful if they are delivered within the given timeframe budget, are accepted by the customers, and achieve the intended purpose. Similarly, Flouris and Lock (2016) noted that project implementation of aircraft delivery can be evaluated and measured using various performance indicators associated with customer satisfaction, quality, cost and time. However, Meyer et al. (2020) showed the lack of responsibility and disengagement of stakeholders, inadequate risk analysis, poor budgeting, skills gap undefined objectives and poor communication negatively affect project implementation within the aviation industry, which can contribute to poor or unsuccessful aircraft delivery, hindering the performance of airline sector. Zheng et al. (2017) also advanced similar findings when they discussed that many factors, including schedule conflicts and technological shortcomings, influence the successful implementation of aircraft delivery projects. The findings from the above studies are therefore important because they infer various factors that determine the success of aircraft delivery projects within the aviation sector.

2.4. Empirical studies

A review of the identified studies has shown that stakeholder participation, such as regulators, affects project implementation. Umumararungu and Mulyungi (2018) examined involvement of stakeholders in the effective execution of projects in Rwanda using a mixed method with a case study design. The researchers employed a stratified sampling technique to recruit 105 participants in the study. After analyzing the collected information using a multivariate regression model, the research found a relationship between regulator participation and project implementation. The main claim is that involving regulators helps formulate regulatory frameworks, rules, and policies that enhance competition in the market as well as regulate the market share of larger organizations over smaller firms, thereby helping in risk mitigation. The study used a stratified sampling approach that could lead to selecting the wrong participants hence the current study will use purposive sampling to select suitable participants who are directly responsible for the aircraft delivery of the 737 aircraft. Furthermore, the study did not use a theoretical framework to explain the relationship between project implementation and engagement of regulators.

Similar findings were also discovered in the study of Stephenson et al. (2018), who studied Involvement of stakeholders in establishing air services at Adelaide Airport. A qualitative method was used whereby 8 participants were chosen for the study using a purposive sampling technique.. A thematic analysis of the participants' responses showed that engaging stakeholders such as regulators promotes effective risk management through risk identification, assessment, and sustainable solutions to stakeholders' concerns. As a result, stakeholder involvement enhances the implementation of aircraft delivery projects that foster the aviation industry's success. Despite the importance of the above findings, Stephenson et al. (2018) applied a qualitative method that could not sufficiently show the link association between concepts such as stakeholder involvement and

implementation of aircraft delivery project. Therefore, the study will focus on the relationship between stakeholder involvement and project implementation and will use a quantitative method to test their relationships.

The existing literature has demonstrated that engaging stakeholder involvement improves the communication process between project teams and enhances project implementation. Kobusingye (2017) researched the causal association between stakeholder participation and project implementation and outcomes within Rwanda using a descriptive design in his article. Data was gathered from 409 participants, including community members, using semi-structured questionnaires. However, the participants and the researchers did not have prior contact, which reduced the potential risk of biases. After analysing the data gathered using inferential and descriptive statistical methods, Kobusingye (2017) found a positive and significant association between project implementation and stakeholder engagement. More fundamentally, stakeholder involvement improves effective communication that guarantees that all interested parties remain informed concerning stringent deadlines for successfully implementing aircraft delivery projects. Additionally, the study discovered that stakeholder involvement, especially suppliers, contributes to better implementation of aircraft delivery projects because it results in timely quality and supply within the stipulated budget. However, this study did not apply a clear conceptual structure to understand the link among the variables. The results from the study could also avoid making broad generalizations to aviation sector in Kenya. As a result, the proposed research will concentrate on the Kenyan aviation sector and examine how collaboration and effective communication will affect 737-8 aircraft delivery to Kenya airways.

Njogu (2016) also generated similar findings when he found that stakeholders' engagement with project implementation offers opportunities concerning teams working on projects so as to adopt procedures and frameworks for effective communication, which strengthens project implementation processes and overall project performance. The primary argument is that by grouping stakeholders based on their interests, the project team can visualize more clearly how communications and association between stakeholder's impact project implementation. However, the findings showed that, involving stakeholders in the identification of projects, planning, and implementation increased performance and project outcomes. Therefore, stakeholder involvement is a significant component of project implementation, however the proposed research will concentrate on aircraft deliveries within Kenya airways and investigate on planning, and implementation increased performance and project outcomes

A critical analysis of past publications on stakeholder control and planning significantly impacts project implementation of aircraft delivery. Njogu (2016) used a descriptive research design to examine the effects of stakeholder participation in project implementation and performance of the NEMA automotive program in Kenya.. The study targeted 181 participants. However, a stratified sampling approach was applied in selecting a sample size of 125 participants. After analyzing the data collected through application of structured questionnaires using descriptive statistics, the study revealed stakeholder planning and control substantially and positively contributed to project implementation because they help proper resource allocation, which leads to project implementation and success. In particular, participatory stakeholder control and planning assist in managing stakeholder influence, ensuring active involvement in decision-making through the aircraft delivery process. Similarly, while studying the effects of stakeholder participation on

execution of projects and performance in Kenya Ferry Services using a descriptive research design, Githinji et al. (2020) established that stakeholder control and analysis were positively and significantly associated with project implementation and performance. Therefore, stakeholder analysis, control, and project implementation have a positive correlation. Despite the significance of the above studies in showing the effects of stakeholder control on project implementation, they did not use theoretical frameworks to explain the variables of study.

The reviewed publications have illustrated that staff involvement in project implementation contributes to successful aircraft delivery. Using descriptive research, Gumbe (2016) researched how stakeholder involvement affected project implementation within the aviation sector in Kenya. The research targeted 104266 stakeholders, such as suppliers, corporate customers, regulators, and employees involved in the airline industry. Still, 85 participants were selected for the study using a random sampling approach. A statistical examination of the data collected revealed a difference of statistical importance between staff involvement and project implementation. The fundamental insistence is that employees possess leadership and competent skills, and their involvement in the project cycle significantly results in better project implementation processes and success. A similar argument was evident in the research conducted by Githinji et al. (2020) and Umumararungu and Mulyungi (2018), who concurrently posited that, engaging employees contributes to management efficiency, team building, negotiation and conflict resolutions, and intra and inter-personal communication, which positively affect the successful implementation of aircraft delivery projects. As a result, project implementation and employee engagement are positively correlated..

2.5. Conceptual Framework

Staff involvement contributes to teamwork, better leadership styles, competency, and skills that significantly improve project implementation of aircraft delivery. Moreover, stakeholder planning and control lead to a practical risk management framework, communication process, and work breakdown, contributing to the easy implementation of aircraft delivery projects. The engagement of regulators such as trade unions and international agreements also affects the execution of aircraft delivery projects. Finally, supplier engagement contributes to quality, timely supply, and delivery specifications directly impacting project implementation. However, all the above factors are mediated by government regulations, management decisions, policy frameworks, and Kenya's civil association policy.

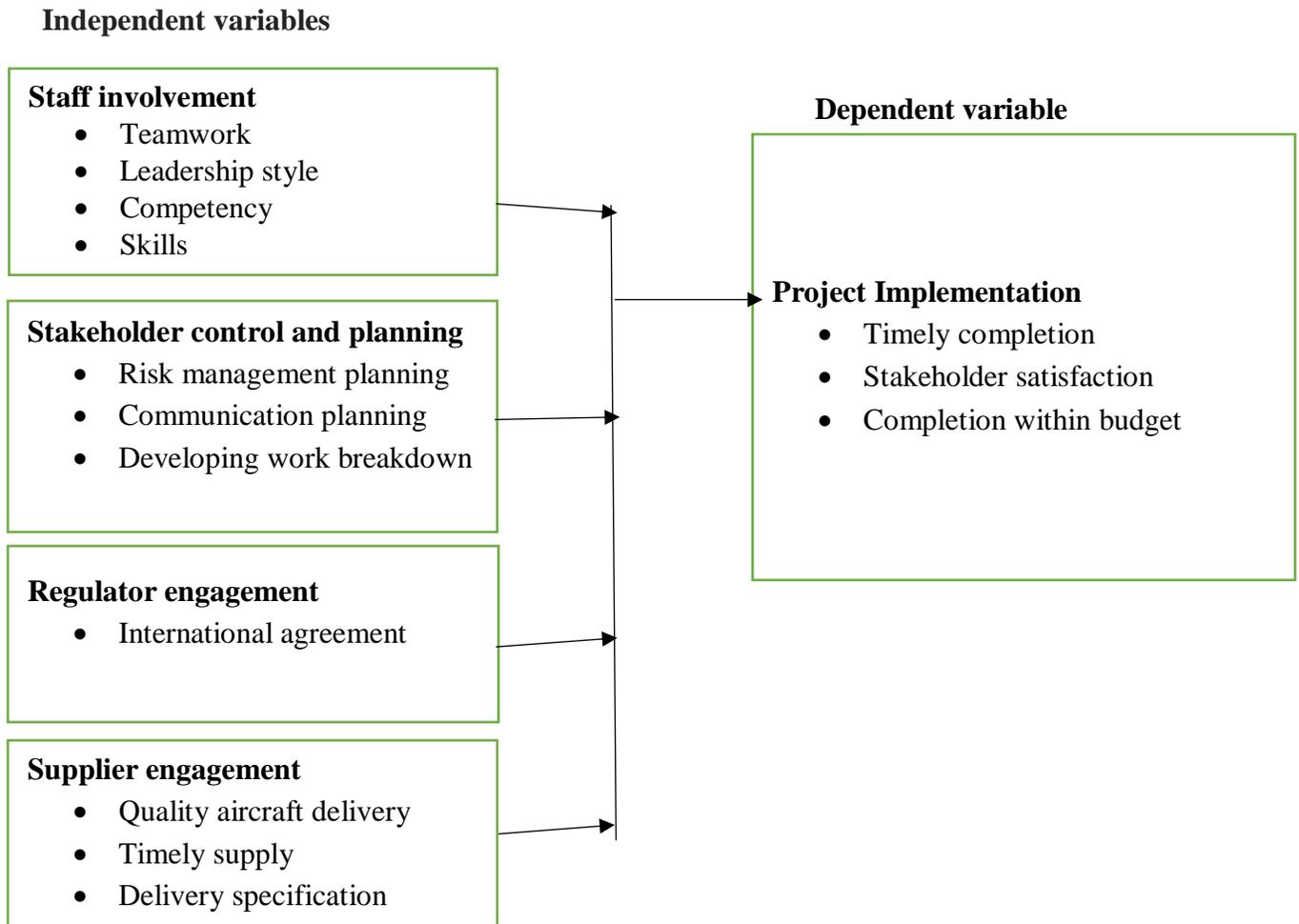


Figure 1: conceptual framework

2.6. Summary of Literature Review and Research Gap

Issues of stakeholder engagement and project implementation have been extensively discussed in the literature. However, stakeholders' involvement and implementation of aircraft delivery projects within the Kenya Airways company are yet to be investigated. Most studies concerning the relationship between project implementation and stakeholders focus on sectors other than the aviation industry (See table 1). Because of increased technological advancement in the airline

industry, it is essential to examine how stake involvement affects project implementation of aircraft delivery to airline operators in Kenya Airways.

Table 1: Literature matrix table and Research gaps

Variable	Author (Year)	Topic	Methodology	Findings	Literature gap	Current study's focus
Development of international air services	Stephenson et al. (2018)	Stakeholder engagement in developing international air services: A case study on Adelaide Airport.	A qualitative method.	Effectiveness and wider project goals were realized when the airport collaboratively engaged with various stakeholders.	The study did not test the relationship between stakeholder involvement and project implementation.	The current research used a quantitative method to test the relationship between stakeholder involvement and project implementation.
Successful project implementation	Umumararungu and Mulyungi (2018).	Influence of Stakeholder involvement on Successful Implementation of housing projects in Rwanda: A Case Study of the gate real estate project	A mixed method.	Stakeholder participation significantly improved project implementation.	The study stratified sampling approach that could lead to selecting the wrong participants.	The current study used a simple random and stratified sampling approaches to select participants.
Project performance	Njogu (2016)	The impacts of stakeholder participation on project performance	A descriptive design.	Involving stakeholders in project identification, planning, and implementation	The results could not be generalized for the implementation of aircraft	The present research concentrated on the aviation sector in Kenya.

		ce of NEMA automobile emission control.		increased performance and project outcomes.	delivery projects.	
The outcome of the WASH project	Kobusingye (2017)	The association between stakeholder participation and the outcomes of the WASH project in Rwanda	A descriptive	Stakeholder participation and project implementation were positively related.	The study did not examine the aviation sector; thus, the findings might need to be generalized.	The current research focused on the Kenyan aviation industry.
Project implementation	Gumbe (2016)	Influence of Stakeholders involvement on the implementation of projects in the Aviation Industry	A descriptive design	The results showed that various stakeholders affect project implementation within Kenya Airways.	The study did not specifically focus on aircraft delivery projects.	The research concentrated on aircraft delivery projects.
Project performance	Githinji et al. (2020)	Stakeholder influence on project performance within Kenya Ferry Services.	A descriptive design.	Involving different stakeholders in the project cycle positively impacted project implementation.	The research needed to identify the target population to test sample sufficiency.	The study described the target from which the sample was drawn.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the procedures and techniques used in collecting and analyzing the data. In particular, the chapter discusses and justifies the research paradigm, method, design, population, sampling strategy, and data gathering procedure, limitation, data analysis, and ethical consideration.

3.2. Research Philosophy

a positivist paradigm for data collection and analysis was used in this research. Alharahsheh and Pius (2020) asserted that positivists believe that realities prevail independently of human beings and are not reconciled by senses but by controlled stringent laws that can be established and presented through substantial claims using scientific techniques. The ontological assertion of the positivist philosophy is that of realism, where positivists assume that there are cause-effect associations between phenomena and that different authors working in various seasons and regions would draw the same conclusions concerning a specific social event (Park et al., 2020). In this study, the investigator believed a cause-effect relationship exists between stakeholder involvement and project implementation of aircraft delivery. Rehman and Alharthi (2016) finally argued that positivist research mainly generates numerical information that can adequately answer the research questions. In conclusion, a positivism paradigm was used in this study because it helped develop causal relationships or explanatory associations, which helped predict how stakeholder involvement improves project implementation of aircraft delivery to airline operators.

3.3. Research Design

The study's sole research methodology was quantitative.. According to Park and Park (2016), a quantitative approach systematically investigates social phenomena by collecting numerical data and undertaking a quantifiable analysis. Apuke (2017) further affirmed that collecting statistical

data enables authors to perform simple to more complex quantifiable analyses, allowing data aggregation, illustration, and association between the aggregated information. Antwi and Hamza (2015) also highlighted that quantitative researchers primarily believe that feelings and existences are independent and that a community prevails over a single reality consisting of evidence that can be disclosed via measurement. Mohajan (2020) finally stated that the quantitative method is more objective, and study results are reported in statistical forms without performing a textual analysis. Because of this, the data SPSS was used for statistical evaluation of the information acquired for this research without conducting a thematic or textual analysis.

The current study strictly used a conclusive design. Consequently, the central role of conclusive design is to explore the causal associations between variables and test a particular hypothesis. Apuke (2017) further argued that a conclusive design usually uses quantitative information collection and analysis techniques to conclude the investigated social phenomena, which provides a way of quantifying and verifying exploratory research results. Edmonds and Kennedy (2016) also underscored that a conclusive design uses large and representative sample sizes, which are valuable in providing a dependable and representative picture of the whole research population. Leavy (2022) finally asserted that a conclusive design generates useful findings in drawing conclusions or decision-making. Thus, this design was appropriate for the research.

3.4. Target population

This unit of analysis of this research was aircraft deliveries within Kenya Airways. This study's targeted populations or participants included the regulator, Fleet development Engineers, Engineering Development Engineers, Network Planning personnel, Asset services personnel and the Managers of the respective departments of Kenya Airways. The above participants were

preferred in this study because they were directly engaged in aircraft delivery. Consequently, they could indicate or justify how stakeholder planning, communication, control, and risk management affect project implementation of aircraft delivery. As a result, the population or participants were appropriate to illustrate the relationship between stakeholder involvement and project implementation of aircraft delivery to airline operators. Table 2 below indicates the target population for the current study.

Table 2: Target Population

Category	Target Population
Engineering development engineers	15
Asset service personnel	10
Network planning personnel	12
Regulators	2
Managers	4
Fleet development engineers	4
Total	47

Source: KQ (2023)

3.5. Sample size and Sampling technique

Stratified and simple random sampling approaches to recruit suitable participants because they provided all participants with equal chances to be selected. Etikan and Bala (2017) discussed the simple random technique as the procedure for choosing participants from the total population under study population. Participant selection from each group were guided by Mugenda and Mugenda's (2003) discussion that, if established by scientific means, a sample size of ranging between 10% to 30% of the intended population is deemed sufficient. Using a stratified sampling approach in this research provided respondents an equal opportunity to be chosen. Table 3 shows the selection from each group and the final sample size.

Table 3: Sample Size

Strata	Target Population	Sample Size	Percentage (%)
Engineering development engineers	15	30% of 15= 5	33.33%
Flight Operations Engineers	10	30% of 10=3	20%
Network planning personnel	12	30% of 12 = 4	26.67%
Regulators	2	30% of 2 = 1	6.67%
Managers	4	30% of 4 =1	6.67%
Fleet development engineers	4	30% of 4= 1	6.67%
Total	47	15	100%

3.6. Data collection Instrument

Structured questionnaires were used to gather quantifiable information from those who took part. Etikan and Bala (2017) discussed a series of inquiries provided to each respondent that make up a questionnaire. In this study, online questionnaires collected numerical information concerning stakeholder involvement and aircraft delivery. The questionnaires contained closed-ended questions whereby the study participants were required to tick the given answers on a Likert scale. The researcher split all the questionnaires into three main sections and cover the relevant areas concerning the investigated problem. However, the three sections of the questionnaires were established coherently while extensively delving into the respondents' views concerning aircraft delivery. The advantage of a questionnaire is that it is cost-effective and enables large-scale data collection (Zhang et al., 2017). Therefore, questionnaires allowed data collection from many participants

3.7. Validity and reliability

According to Quintão et al. (2020) reliability is the extent to which research instruments generate consistent data or conclusions following several attempts. In particular, if an author administers tests to subjects twice and gets similar scores during the second administration, then the research instruments are reliable. In this proposed study, Using the test-retest approach, the data gathering instrument's dependability and reliability will be evaluated. that entails administering the same test twice to similar respondents. For this study, six participants completed questionnaires twice weekly under the same conditions. The findings from the test-re-test were similar, implying that the data collection instrument was reliable. On the other hand, validity was measured through a pilot study to determine the internal validity of the questionnaires. More fundamentally, the data gathering tools was subjected to a pre-test to assess the understanding and items clarity, detect inconsistencies, and confirm the timeframe needed to complete the questionnaires. I sampled and recruited ten airline workers for the preliminary study. They were needed to complete the questionnaires and comment on any difficulty they encountered in interpreting and comprehending the terms and variables. All the respondents reported clarity and no problems understanding and completing the questionnaires. All the respondents believed that the questionnaires correctly and comprehensively captured all the required aspects and concepts. Because of this reason, the respondents in the pilot research suggested that no rectification be made on questionnaires.

3.8. Data collection process

The initial step in information collection entailed recruiting eligible research respondents. The data collection was conducted online using Google forms. After confirming their participation, I sent the survey to the airline employees through emails. The email contained information soliciting the respondents' participation in the survey. The information also introduced the participants to the study aim, inclusion criteria, and survey characteristics and also notified the respondents about informed consent research purposes and that they must answer all the questions. After the online survey, using the data collected SPSS software was used to analyse descriptively and inferentially. Google forms were used in this research because of its value in creating, sending, and analysing surveys.

3.9. Data analysis techniques

The quantitative data was analysed statistically using (SPSS), where inferential and descriptive statistics were computed. Researchers such as Hinton et al. (2014) argued that the SPSS software is suitable for integrating, analysing, and interpreting information via data management and documentation. Inferential and descriptive statistics was then employed to analyse the participants' responses. According to MacRae (2019) and Stapor and Stapor (2020), descriptive statistics concentrates on sample illustration, while inferential statistics use the samples' results to predict populations. This study used descriptive statistics such as means and frequency to describe and summarise numerical information. Additionally, the difference between the dependent and independent variables was computed using a one-way ANOVA. Likewise, the study hypothesis was tested using multiple linear regression. since it allows for assessing the significant variance accounted for by the predictor variables,. The study preferred these techniques because of the quantifiable nature of the information and for straightforward interpretation and understanding of

information. The method also enabled data comparison by identifying statistical similarities and differences.

3.10. Ethical considerations

Arifin (2018) and Hasan et al. (2021), various ethical concerns such as voluntary participation, informed consent, confidentiality, anonymity, and linguistic and cultural sensitivity is important to safeguard participants. The primary ethical issues in this study entailed privacy, confidentiality, informed consent, anonymity, and cultural sensitivity. First, I sought clearance and approval from the National Commission For Science, Technology & Innovation (NACOSTI) with before conducting the research. Second, I ensured the participants have information concerning what the study is all about, A section at the top of the consent forms briefed the respondents about the research aims and objectives when recruiting eligible participants. The subjects of the study were given the information sheet and permission forms only after they had accepted and validated their participation.. They were needed to complete and sign consent forms. Third, data safety and privacy were maintained by storing the collected information safely in a password-encrypted computer and erasing it after the study's completion. Furthermore, no personal and confidential information were rendered to the public via reports or otherwise. I further safeguarded the confidentiality of the respondents by anonymizing their data, including their names. Finally, I protected the respondents' cultural sensitivity by observing and respecting their beliefs, values, and practices.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

Analysis of the research findings through statistics is presented in this chapter. Data gathered were analyzed using both inferential and descriptive statistics. However, the chapter begins by presenting participants' demographic information.

4.2. Demographic information

The goal of the study was to compile the biographical data of the respondents who took part in it. One of the factors considered was the participants' gender distribution. The results demonstrated that many of the participants were males accounting for 60% while females were 40% as illustrated the Table 4 below.

Table 4: Gender distribution

	N	%
Male	9	60.0%
Female	6	40.0%

4.2.1. Respondents' Educational levels

The findings concerning the participants' highest level of education illustrate that staff with undergraduate level of education accounted for 66.7% while those with post-graduate education were 33.3% as indicated in Table 5, implying that a large number of respondents were bachelor's degree holders. The findings inferred that respondents were well conversant with the implementation of aircraft delivery projects and provided accurate information for the study.

Table 5: Respondent educational level

	N	%
Undergraduate	10	66.7%
Post-graduate	5	33.3%

4.2.2. Respondents' Role

The results on the participants' roles or positions within KQ revealed that 60% were engineering developers, 13.3% were fleet development engineers, and 13.3% were flight operation engineers while asset service personnel represented 13.3%, as indicated in table 6 below.

Table 6: Participants' Role

	N	%
Engineering development	9	60.0%
Fleet development engineer	2	13.3%
Flight operation engineer	2	13.3%
Asset service personnel	2	13.3%

4.2.3. Participants' Experience

According to table 7's statistics, 6.67% of responses had an experience of between 20-25 years, 26.67% had an experience of between 15-20 years, 20.00% had an experience of between 10-15 years, 40.00% had an experience of between 5-10 years while less than 5 years of experience accounted for 6.67%. The study's findings imply that the majority of those surveyed had an experience of between 5-10 years. Therefore, the respondents had sufficient awareness of aircraft delivery projects within KQ.

Table 7: Respondents experience

	N	%
Less than 5 years	1	6.7%
5-10 years	6	40.0%
10-15 years	3	20.0%
15-20 years	4	26.7%
20-25 years	1	6.7%

4.3. Descriptive statistics

In this research study, descriptive statistics were used to better characterize participant replies from questionnaires. The research mainly used standard deviation and mean as descriptive statistics. The participants were presented with Likert scale statements to develop the descriptive statistics. And the mean responses were computed for all participants' statements and their respective standard deviations. The conclusion of the research was based on the average mean and average standard deviation.

The study investigated how often the research respondents were engaged in the implementation of aircraft delivery projects KQ. Table 8 indicates the descriptive findings. Based on the findings, participants concurred with the statements that KQ frequently involved them in the implementation of aircraft delivery projects with a mean of (Mean=1.87) and a standard deviation of (Std. Deviation=0.834).

Table 8: Descriptive Statistics concerning participants' frequency of participating aircraft delivery projects

	N	Range	Mean	Std. Deviation	Variance
Participants' frequency of participating in Aircraft delivery project	15	3	1.87	.834	.695
Valid N (listwise)	15				

Similarly, the study additionally aimed to investigate the degree to which KQ staff were engaged in executing project management plans, developing teams and assigning resources, managing and directing project execution, attending progress meetings, and executing assigned tasks. According to the statistical analysis presented in Table 9, execution of assigned tasks had the largest mean (Mean=3.93) with a standard deviation of 0.704 followed by developing teams and allocating resources with a 1.175 standard deviation and a mean of 3.67. Managing and directing project

execution has attendance at progress meetings came in second with a mean of 3.27 and a standard deviation of 1.280, with a standard deviation of 1.356 and a mean of 3.53. whereas executing project management plans possessed a 3.20 mean and a 1.082 standard deviation. Consequently, one could claim that workers with Kenya Airways are involved in various phases of delivery aircraft with most staff parting in executing assigned tasks.

Table 9: Descriptive Statistics concerning the extent at which staff are engaged in various project implementation elements.

	N	Minimum	Maximum	Mean	Std. Deviation
Executing project management plans	15	2	5	3.20	1.082
Developing teams and assigning resources	15	1	5	3.67	1.175
Managing and Directing project execution	15	1	5	3.53	1.356
Attending progress meetings	15	1	5	3.27	1.280
Execution of assigned tasks	15	3	5	3.93	.704
Valid N (listwise)	15				

Additionally, the study also explored the stakeholder impacts of project implementation On a Likert scale, the following statement was presented to participants, and they were asked to rate their agreement.. According to the descriptive findings, participants concurred that the factors below contributed to better implementation of aircraft delivery projects. Accomplishing tasks during the implementation of the aircraft delivery project at KQ contributed to the most project success, it had a mean of 4.33 as well as a standard deviation of 0.816. Mobilizing employees during project implementation also resulted substantially in project success and delivered value to KQ given that its standard deviation was 1.047 and its mean was a substantial 4.33. as illustrated in Table 10.

Table 10: The impacts of stakeholder engagement on project implementation

	N	Minimum	Maximum	Mean	Std. Deviation
I am consulted on issues concerning the project implementation of aircraft delivery at Kenya Airways.	15	1	5	4.13	1.356
I am guided on how to accomplish my tasks and duties in the implementation of aircraft delivery at Kenya Airways.	15	3	5	4.33	.816
I am always well-informed about the aircraft delivery projects being implemented at Kenya Airways.	15	3	5	3.93	.799
The management guided me on how to accomplish tasks for the better implementation of aircraft delivery projects at Kenya Airways.	15	3	5	4.13	.743
Kenya Airways engages stakeholders and encourages their adoption of a new way of doing their jobs.	15	3	5	3.47	.640
Project implementation mobilizes the employees to be successful and deliver value to Kenya Airways.	15	2	5	4.33	1.047
Staff play a key role in the implementation process of Kenya Airways' projects.	15	1	5	3.80	1.146
Leaders encourage teamwork among staff to ensure the timely delivery of project targets.	15	1	3	1.53	.743

The study looked at how planning, communication, risk management, and stakeholder control affected the way Kenya Airways implemented the aircraft delivery project. Second place went to stakeholder risk management, which had a mean of 5.60 and a standard deviation of 1.298., while stakeholder control had the greatest influence, according to the descriptive data in Table 11. Stakeholder communication was shown to have a mean score of 5.40 and a standard deviation of 1.183 on the execution of the aircraft delivery project, but stakeholder planning had a negligible impact with a mean of 5.0 and a standard deviation of 2.449. Thus, there is ample proof that stakeholder planning, communication, control, and risk management impact project execution, with stakeholder control exerting the greater control

Table 11: Descriptive Statistics on the influence stakeholder control, communication, planning and risk management on project implementation.

	N	Range	Mean	Std. Deviation	Variance
Stakeholder planning	15	6	5.00	2.449	6.000
Stakeholder communication	15	4	5.40	1.183	1.400
Stakeholder control	15	6	5.93	1.580	2.495
Stakeholder risk management	15	4	5.60	1.298	1.686
Valid N (listwise)	15				

Additionally, participants were asked to rank the performance of stakeholder satisfaction, timely delivery of aircraft, and completion within budget based on engaging various stakeholder engagement. The findings in Table 12 showed that participants agreed that stakeholder engagement improves stakeholder satisfaction (Mean=2.40), completion within budget (Mean=2.07), achievement of objectives (Mean=1.93), timely delivery of aircraft (Mean=1.87) and project sustainability (Mean=1.80). As a result, the execution of aircraft delivery initiatives benefits greatly from stakeholder engagement.

Table 12: Descriptive Statistics on the performance of project implementation

	N	Range	Mean	Std. Deviation	Variance
Stakeholder satisfaction	15	3	2.40	.828	.686
Completion within budget	15	3	2.07	.884	.781
Timely completion	15	2	1.87	.834	.695
Valid N (listwise)	15				

4.4 Inferential statistics

In order to verify the connection between stakeholder involvement and the implementation of aircraft delivery projects within KQ regression analysis as well as inferential was conducted

4.4.1 ANOVA

To compare, a one-way ANOVA was performed to check how stakeholder involvement affects project implementation of aircraft delivery in terms of stakeholder satisfaction, completion within budget, and timely completion of aircraft delivery. Table 13 indicates the statistical analysis. The probability value of 0.171 showed a statistically significant difference between stakeholder communication and stakeholder satisfaction, which implies that stakeholder engagement and implementation of aircraft delivery projects are directly related. The F critical at a 5% significance level was 1.96 (P-value=1.96). Because the calculated F value 2.011 was greater than F critical or P-value (Value=1.96), the ANOVA analysis indicates a significant relationship between project implementation and stakeholder communication. A similar relationship was also observed

between stakeholder communication and completion within budget. Statistical analysis revealed a probability value of 0.002 a critical association between stakeholder engagement and aircraft delivery project implementation. The computed F value of 9.778 was bigger than the P-value 1.96 at a significance level of 5%. The ANOVA analysis further showed a significant relationship between stakeholder communication and timely completion of aircraft delivery.

Table 13: ANOVA on the project performance due to stakeholder participation

		Sum of Squares	df	Mean Square	F	Sig.
Stakeholder satisfaction	Between Groups	3.400	3	1.133	2.011	.171
	Within Groups	6.200	11	.564		
	Total	9.600	14			
Completion within budget	Between Groups	2.133	3	.711	9.778	.002
	Within Groups	.800	11	.073		
	Total	2.933	14			
Timely completion	Between Groups	.000	3	4.103	10.196.	.007
	Within Groups	.000	11	.402		
	Total	.000	14			

4.4.2 Regression analysis

Additionally, linear regression analysis was used to determine if independent factors (Stakeholder planning, stakeholder control, stakeholder communication, stakeholder risk management) were associated with the dependent variables (stakeholder satisfaction) as a significant aspect of project implementation. The regression analysis was performed at a 95% confidential level. Table 14 presents the model summary that illustrates the extent of the relationship between the combined independent factors and the dependent variable, as well as the proportion of the dependent variable that can be explained by the combined independent variables. There was an R-square value of

0.775 and an R-value of 0.88., based on the results. The estimate's standard error was 0.465. The research's independent factors—stakeholder control, planning, communication, and risk management—were responsible for 77.5% of changes in the dependent variables, or project execution, according to the R square coefficient determination of 0.775.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.775	.685	.465

a. Predictors: (Constant), Stakeholder risk management, Stakeholder planning, Stakeholder communication, Stakeholder control

The statistical significance of the model linking the dependent variable (Project implementation) and independent variables (Stakeholder control, planning, communication, and risk management) was examined through ANOVA. The statistical analysis outlined in Table 15 showed that the value of F calculated was 8.606 while the value of F critical from the F statistic table at the 5% significance level was 1.96. The findings therefore showed that F-calculated exceeded F-critical implying that the model was statistically significant in examining the association between the dependent and independent variables.

Table 15: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.439	4	1.860	8.606	.003 ^b
	Residual	2.161	10	.216		
	Total	9.600	14			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Stakeholder risk management, Stakeholder planning, Stakeholder communication, Stakeholder control

The model coefficient illustrated in Table 16 showed that stakeholder planning significantly and positively affected project implementation, which is indicated by a beta coefficient value of 0.263 and $\text{sig}=0.000<0.125$. The findings imply that a unit increase in stakeholder planning increases stakeholder satisfaction (Project implementation) by 0.263 units. The findings also illustrated a significant and positive relationship between stakeholder communication and stakeholder satisfaction or project implementation, showing a beta coefficient value of 0.706 and $\text{sig}=0.000<0.006$. The results indicated that increasing stakeholder communication by a unit increases project implementation by 0.706 units. Furthermore, a beta coefficient value of 1.115 and $\text{sig}=0.000<0.002$ reported a positive and significant association between stakeholder control and stakeholder satisfaction, which implied that increasing stakeholder control by one unit increases project implementation by 1.115 units. Finally, a beta coefficient value of 1.796 and $\text{sig}=0.000<0.001$ revealed a positive link between stakeholder risk management and project implementation, indicating that an increment of stakeholder risk management by a unit increases project implementation by 1.796 units when all factors are held constant. More fundamentally, the positive beta coefficients indicated that stakeholder engagement has favourable and positive effects on the implementation of aircraft delivery projects.

Table 16: Coefficients of predictor variables

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.125	.685		4.564	.001
	Stakeholder planning	.089	.053	.263	1.675	.125
	Stakeholder communication	.494	.142	.706	3.467	.006
	Stakeholder control	.584	.142	1.115	4.117	.002
	Stakeholder risk management	1.146	.197	1.796	5.806	.001

a. Dependent Variable: Project Implementation

The optimal regression model becomes:

$$\gamma = \alpha + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \beta_4 \chi_4 + \varepsilon$$

Where γ is the dependent variable (Project implementation)

χ_1 = stakeholder planning, χ_2 = stakeholder communication, χ_3 = Stakeholder control, χ_4 =

Stakeholder risk management α = constant value and

ε =error term

$\beta_1, \beta_2, \beta_3, \beta_4$ were the coefficients or Regression Weights that were attached to the variables

Project implementation= 3.125 + 0.263(Stakeholder planning) + 0.706(Stakeholder communication) + 1.115(stakeholder control) + 1.796(Stakeholder risk management)

According to the findings from the model, stakeholder risk management has the most significant influence on project implementation, followed by stakeholder control, stakeholder communication, and finally stakeholder planning.

4.5 Discussion of findings

The current findings favorably compare and contrast with the previous literature. More fundamentally, the current findings have demonstrated stakeholder planning and control significantly and positively affected project implementation which was indicated by beta coefficient values of 0.263 and 1.115 and $\text{sig}=0.000<0.125$, and $\text{sig}=0.000<0.002$ respectively. The fundamental assertion is that increasing stakeholder planning through stake involvement contributes to an increment in the implementation of aircraft delivery projects by 0.263 units. An increase in stakeholder control by a unit also increased project implementation by 1.115 units. Another possible explanation is that stakeholder control and planning promote stakeholder engagement, leading to better implementation of aircraft delivery projects. Furthermore, participatory stakeholder control and planning assist in managing stakeholder influence, ensuring active involvement in decision-making of aircraft delivery. These findings align with those of Njogu (2016), and Githinji et al. (2020), who, in their respective studies, found a strong and favorable correlation between stakeholder planning, control, and project implementation within the aviation sector. Indeed, the findings agree with the stakeholder theoretical framework that argues for better organizational management for optimum organization efficiency.

Based on the present research results, stakeholder communication has a positive and strong relationship with the implementation of aircraft delivery projects within KQ, indicated by a beta coefficient value of 0.706 and $\text{sig}=0.000<0.006$. In particular, increasing stakeholder communication by a unit increases project implementation by 0.706 units. A possible justification is that stakeholder participation helps in grouping stakeholders according to their interests, and the project team can better picture how communications and association between stakeholder's impact project implementation. Previous researchers such as Kobusingye (2017) reported similar findings

when he concluded that stakeholder involvement improves effective communication that guarantees that all interested parties remain informed concerning stringent deadlines for successfully implementing aircraft delivery projects. Njogu (2016) similarly argued that involving stakeholders in project implementation provides opportunities for project teams to adopt procedures and frameworks for effective communication, which strengthens project implementation processes and overall project performance. Indeed, the findings concur with the institutional framework that asserts that firms are impacted by prescriptive pressures, which emerge from external and internal parts of the organization (Meyer et al., 2017). Thus, effective communication is an essential aspect of project implementation.

The current findings have revealed a substantial and constructive relationship between stakeholder risk management and project implementation. More importantly, a beta coefficient value of 1.796 and $\text{sig}=0.000<0.001$ showed that increasing stakeholder risk management by a unit increases project implementation by 1.796 units. The fundamental assumption is that stakeholder participation assists in formulating better regulatory frameworks, and policies for mitigating potential risks. These findings were similar to those echoed by previous authors such as Stephenson et al. (2018), who postulated that engaging stakeholders such as regulators promotes effective risk management through risk identification, assessment, and sustainable solutions to stakeholders' concerns, which enhances the implementation of aircraft delivery projects that foster the aviation industry's success. The findings also concurred with those of Umumararungu and Mulyungi (2018), who after examining stakeholder engagement in the successful execution of projects in Rwanda using a mixed method with a case study design, found a statistically significant relationship between regulator participation and project implementation. Indeed, the findings align

with the project management competency theoretical framework, asserting competencies such as behaviors, attitudes, knowledge, and skills, including risk management skills are essential attributes that stakeholder's must-have for successful project implementation (Chen, 2019). Therefore, the similarities in the current study findings and existing literature sufficiently respond to the purposes for the research

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

The study is concluded in this chapter, which also offers suggestions for further research and practical applications. A synopsis of the study's limitations and current findings is also included in this chapter.

5.2. Summary of the findings

The purpose of this research was to examine stakeholder involvement and project implementation of aircraft deliveries, specifically the delivery of 737-8 freighter aircraft to KQ. More fundamentally, the research explored how stakeholder planning, communication, control, and risk management affect the implementation of 737-8 aircraft delivery to airline operators within Kenya Airways. A one-way ANOVA analysis revealed a statistically significant difference between stakeholder communication and stakeholder satisfaction, which implies that stakeholder engagement and implementation of aircraft delivery projects are directly related. More fundamentally, increasing stakeholder communication increases project implementation of aircraft delivery. Additionally, the multiple linear regression analysis demonstrated that stakeholder communication, control, planning, and risk management were responsible for modifications to the project implementation, the dependant variable. The findings implied that stakeholder engagement increases the effectiveness of implementing aircraft delivery projects within KQ.

5.3. Conclusion

It is clear from the findings that KQ employees are active in the execution of projects. In particular, the staff were engaged in executing project management plans, developing teams and assigning resources, managing and directing project execution, attending progress meetings, and executing assigned tasks. However, the findings demonstrated that staff were more engaged in executing assigned tasks (Mean=3.93) that contributed to project success with a mean of 4.33 and a standard deviation of 0.816. Furthermore, the findings concluded that various aspects of stakeholder involvement such as stakeholder planning, control, communication, and risk management significantly and positively affect project implementation of aircraft delivery. More fundamentally, an increase in stakeholder risk management, communication, planning, and control positively and significantly increased stakeholder satisfaction, completion within budget, and timely completion of aircraft delivery projects. Because they are influenced by such initiatives, several stakeholders have a crucial and beneficial influence on the project implementation of aircraft delivery.

5.4. Recommendations

This study's conclusions offer numerous practice suggestions. First, the results demonstrate that stakeholder involvement encourages aircraft delivery projects inside KQ, which results in project success and customer satisfaction. Therefore, the KQ management should be encouraged to involve all staff in aircraft deliveries so that critical changes in employees' preferences and tastes can be tackled that ensure projects are executed according to staff demand, thereby ensuring ultimate project success. Second, KQ should consult with relevant authorities and stakeholders to prevent project termination that causes losses if they are to benefit from project implementation. It will ensure that KQ Company is in a good working relationship with various stakeholders, creating a conducive workplace environment.

5.5 Limitations of the study

The study used organizational information according to the staff's opinions. As a result, the participants might be biased because of their relationships with the KQ Company, which could cause perception bias. The present study also employed a quantitative method that requires extensive statistical analysis that can be challenging to undertake for authors from non-statistical origins. Statistical analysis is usually grounded on scientific disciplines and, therefore, challenging for non-mathematicians to undertake. The researcher addressed the above limitation by acquainting himself with various statistical analysis methods before undertaking the study. Finally, the study has a small sample size that reduces the generalizability to the larger populations.

5.6. Suggestion for Further Research

Even though the majority of recent study has focused on how stakeholder participation affects project implementation of aircraft delivery within Kenya's aviation industry, it did not investigate stakeholders' factors contributing to project failure. Thus, future research should explore specific stakeholders' attributes and factors that can result in project failures. Future researchers can also investigate the impact of organization facilities and resources on project implementation of aircraft delivery, which can help understand how insufficient resources impede successful project implementation.

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APPENDICES

Appendix 1: Questionnaires

Section 1: Demographic information

1. What is your gender? Please tick only one answer.

[1]	Male	<input type="checkbox"/>
[2]	Female	<input type="checkbox"/>

2. Which of the following age groups do you belong to? (Please tick only one answer).

[1]	18-25	<input type="checkbox"/>
[2]	26-35	<input type="checkbox"/>
[3]	36-45	<input type="checkbox"/>
[4]	45-55	<input type="checkbox"/>
[5]	56-65	<input type="checkbox"/>
[6]	66 and more	<input type="checkbox"/>

3. What is the highest level of education that you have completed? (Please tick only one answer).

[1]	Secondary	<input type="checkbox"/>
[2]	HND or similar	<input type="checkbox"/>
[3]	University - undergraduate	<input type="checkbox"/>
[4]	University - postgraduate	<input type="checkbox"/>
[5]	Others	<input type="checkbox"/>

4. Indicate your role or position within the Kenya Airways.

[1]	Supply	<input type="checkbox"/>
[2]	Regulator	<input type="checkbox"/>
[3]	General worker	<input type="checkbox"/>
[4]	Manager	<input type="checkbox"/>
[5]	Others	<input type="checkbox"/>

5. How long have you worked at Kenya Airways company?

[1]	Less than 5 years	<input type="checkbox"/>
[2]	5-10 years.	<input type="checkbox"/>
[3]	10-15 years	<input type="checkbox"/>
[4]	15-20 years	<input type="checkbox"/>
[5]	20-25 years	<input type="checkbox"/>
[6]	Above 20 years	<input type="checkbox"/>

Section B: Stakeholder engagement and project implementation

6. Have you heard about the implementation of aircraft delivery projects?

Yes	<input type="checkbox"/>
No (Please exit the survey!)	<input type="checkbox"/>

7. If yes, have you ever been involved in aircraft delivery projects?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

8. If yes, how frequently have you been involved in aircraft delivery projects?

[1]	Very often	<input type="checkbox"/>
[2]	Often	<input type="checkbox"/>
[3]	Sometimes	<input type="checkbox"/>
[4]	Rarely	<input type="checkbox"/>
[5]	Never	<input type="checkbox"/>

9. To what extent have you been engaged in the implementation of aircraft delivery projects?

[1]	None at all	<input type="checkbox"/>
[2]	Very low extent	<input type="checkbox"/>

[3]	Some extent	<input type="checkbox"/>
[4]	Greater extent	<input type="checkbox"/>
[5]	Very great extent	<input type="checkbox"/>

10. To what extent are you engaged in the following aspects of project implementation of aircraft delivery? (1-None at all, 2-Very low extent, 3-some extent, 4-Greater extent, 5-Very great extent)

Aspects	1	2	3	4	5
Executing project management plans					
Developing teams and assigning resources					
Managing and directing project execution					
Attending progress meetings					
Execution of assigned tasks					

11. Below are statements on stakeholder impact 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.

Aspects	1	2	3	4	5
I am consulted on issues concerning the project implementation of aircraft delivery at Kenya Airways.					
I am guided on how to accomplish my tasks and duties in the implementation of aircraft delivery at Kenya Airways.					
I am always well-informed about the aircraft delivery projects being implemented at Kenya Airways.					
The management guided me on how to accomplish tasks for the better implementation of aircraft delivery projects at Kenya Airways.					
Kenya Airways engages stakeholders 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.					
Staff play a key role in the implementation process of Kenya Airways' projects.					
Leaders encourage teamwork among staff to ensure the timely delivery of project targets.					

12. To what extent are you engaged in the following element of project implementation of aircraft delivery at Kenya Airways? (1-None at all, 2-Very low extent, 3-some extent, 4-Greater extent, 5-Very great extent)

Aspects	1	2	3	4	5
Risk management planning					
Communication planning					
Work breakdown					
Define scope statement					
Goals setting					

13. To what extent do you think stakeholder control, risk management, communication, and planning influence project implementation of aircraft delivery? Please rate on a scale of 1, representing the lowest to 7, indicating the highest level of influence).

[1]	[2]	[3]	[4]	[5]	[6]	[7]
No influence at all	Low influence	Minor influence	Neutral	Moderate influence	High influence	Very high influence

	[1]	[2]	[3]	[4]	[5]	[6]	[7]
Stakeholder planning	<input type="checkbox"/>						
Stakeholder communication	<input type="checkbox"/>						
Stakeholder control	<input type="checkbox"/>						
Stakeholder risk management	<input type="checkbox"/>						

14. How do you rate the following statements on the performance of the that take place within KQ?

Aspects	Excellent	Very good	Good	Fair	Poor
Project sustainability					
Achievement of objectives					

Stakeholder satisfaction					
Completion within budget					
Timely delivery aircrafts					

15. How influential is the following guidelines or policy in the implementation of aircraft delivery projects within Kenya Airways? (1-Not influential at all, 2-Slightly influential, 3-Somewhat influential, 4-Very influential, 5-Extremely influential)

Policy	1	2	3	4	5
Management policies					
Customer relations policy					
Kenya's civil aviation policy					
Stakeholder engagement policy framework					

Appendix 2. Budget

In regards to this research, It will utilize online data collection methods through SurveyMonkey and analyze the collected data using SPSS software. This approach significantly minimizes the budgetary requirements for several reasons.

Similarly, online data collection eliminates the need for physical materials such as printing of papers associated with traditional survey methods and also using google forms platform will enable facilitate the collection of responses electronically, which consequently reduces printing and administrative costs. Additionally, employing SPSS software for data analysis offers a cost-effective means of processing and deriving insights from the collected data. The software will enable both descriptive and inferential analysis to be carried out without the need for expensive specialized statistical expertise.

In summary, the research will use a cost-effective approach, resulting in a negligible budget compared to traditional data collection methods and specialized statistical analysis tools.

Appendix 3: Work plan

The study's timeline is depicted in the Gantt chart below.

	September	October	October	November	November	November	December
Proposal							
Literature review							
Design of online survey and pilot study							
completing of online survey							
Data analysis							
Draft dissertation							
Dissertation completion							
Submission							

Appendix 4. Research License



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