RELATIONAL FACTORS INFLUENCING ON-TIME SERVICE DELIVERY AT KENYA AIRWAYS

BY

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DECLARATION

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

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

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DEDICATION

This project report is in the memory of my late parents, David Mwikya Ngwae and Kalondu Mwikya for being my first teachers, introducing me to formal education and being my role models during my formative years. I also dedicate this research project to my beloved wife Dr. Ndunge Kyalo and my children Alfred, Rhoda and Joel Kyalo for their support and bearing with me during this process. I will remain forever grateful.

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ABBREVIATIONS AND ACRONYMS

ANOVA	-	Analysis of Variance
ATC	-	Airport Traffic Controller
CAPA	-	Centre for Asia Pacific Aviation
CMT	-	Common Measurement Tool
EAA	-	East African Airways
FY	-	Financial Year
IATA	-	International Air Transport Authority
ICAO	-	International Civil Aviation Organization
ICT	-	Information and Communication Technology
IT	-	Information Technology
KCAA	-	Kenya Civil Aviation Authority
KES	-	Kenya Shilling
KQ	-	Kenya Airways
MDGs	-	Millennium Development Goals
OTP	-	On-time performance
SPSS	-	Statistical Package of Social Sciences
US	-	United States
USD	-	United States Dollars

ABSTRACT

This study aimed at analyzing the relationship between relational factors and on-time service delivery at Kenya Airways. The study specifically sought to establish: the extent to which effective communication influences on-time service delivery at Kenya Airways, conflict management strategies influences on-time service delivery at Kenya Airways, if there is any significant difference between attitudes of the customers on on-time service delivery at Kenya Airways when categorized in gender, age, level of education and occupation, the extent to which product component influences on-time service delivery at Kenya Airways, and to find out the relationship between coordination and on-time service delivery at Kenya Airways. The study adopted a descriptive survey research design coupled with naturalistic research design. The population comprised all Kenya Airways staff in Nairobi office, KQ customers and heads of department. A sample of 244 employees was randomly selected using systematic sampling procedure for the study. One hundred Kenya Airways customers were conveniently selected to participate in the study. Purposive sampling was used to select Nairobi office as the study site. The study relied on data collected through two questionnaire and interview guide structured to meet the objectives of the study. Quantitative information was summarized into frequencies, percentages and graphs using. Responses were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 17.0 programme to analyze the data. . In addition Analysis of Variance (ANOVA) technique was applied to establish the mean differences amongst various categories within each of the important factors for testing the influence of customers' attitude on on-time service delivery at Kenya Airways. The study concludes that communication, coordination and product component influences on- time service delivery at Kenya Airways. The study also found that airlines should consider putting more emphasis on relational factors such as communication, conflict resolution methods, coordination, mutual respect, shared goals and pay attention to customers' attitude as a base for upward growth and maximization of profit. The study also found that personnel experience; training, efficiency and motivation are very significant in on time service delivery at Kenya airways. The study findings further revealed that Fleet Age affects on time delivery of services at KQ. The study findings also failed to reject the null hypothesis that there is no significant difference between the mean attitude towards service delivery at Kenya airways scores of male and female customers. The study recommends that for the airline to achieve on-time service delivery, outstations need to prepare for dispatch way before aircraft arrives, aircraft spare parts to be readily available, break silos in the organization and create teamwork, improve schedule network planning, invest in mobile workshops at line maintenance, plan for defects rectification before aircraft lands, cooperation by all stakeholders, develop integration of management and employees, problem solving mechanisms, encourage rotation of directors in all departments, improve on time

management, have adequate time and proper utilization of maintenance slots, increase the reliability of the equipment, outsourcing of skilled manpower in local market for maintenance purposes and any other specialized area and improve internal and external communication.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

On-time performance (OTP) is critical to customers when choosing which airline to fly, which makes it a key competitive dimension in the airline industry. Researchers such as Schellekens & Omondi (2011), point out that early departures depend on drivers such as: turnaround process, network connectivity, technical state of the aircraft and airport/airport Traffic Controller (ATC) and weather. Every airline strives to translate these drivers to departments for instance ground services should aim to achieve 96.53%, flight operations 96.16%, operation control 97.08% and technical 98.16% dispatch reliability. This reliability is achieved through people and therefore airlines should consider putting more emphasis on relational factors such as communication, conflict resolution methods, coordination, mutual respect, shared goals and pay attention to customers' attitude as a base for upward growth and maximization of profit.

Airlines that are plagued by excessive flight delays receive a great deal of negative publicity, while the carriers with better on-time performance display comparative statistics thus gaining positive publicity (Ramdas & Williams, 2008). On-time performance is a thorny issue in the airline industry because a delay is a clear indication that an airline is not doing well as far as customer satisfaction and profitability is concerned.

A report by International Air Transport Association (IATA) reveals that, airlines are under pressure to produce economic results or perish as fuel, labor, and asset cost escalate and demand declines resulting to a loss of US$9 billion in 2009 (International Air Travel Association, 2010). Although flight schedule and ticket prices have proven to be the main drivers of airline profitability, studies show that on-time performance and service reliability are important to achieving long-term profitability (Bratu, 2003). Customer satisfaction is a key player in the service-profit chain, which drives airline profitability, productivity and customer loyalty and satisfaction (Mason, 2002).

Mayer and Sinai (2003) assert that on-time performance is often used as a proxy for the level of service quality of airlines. Service quality is a performance measure of many firms. Flight carriers are more interested in which factors influence their service quality, so both the process leading to a high service level as well as the outcome of the process is important for flight carriers (Fiorino, 2006). However, according to Shaw (2007), on-time performance is not only important for measuring the service performance of an airline, but also for measuring financial performance. Fewer delays and shorter turnaround times can improve a firm's financial performance.

According to Booze & Hamilton, (2001), punctuality is one of the key performance indicators in the airline industry and an important service differentiator especially for valuable high-yield customers. In addition, improved on-time performance can help achieve significant cost savings: airlines report delay costs from 0.6 to up to as much as 2.9% of their operating revenues (Gilbert & Wong, 2003). The survival of any airline

depends entirely on its on-time service delivery performance in terms of punctuality is concerned. Punctuality is not an emerging issue in the today's fast-moving business world, but its history can be traced back to about 200 years ago when King Louis the 18th of France used to say 'punctuality is the politeness of the kings' which is very relevant to the airline industry because every airline wants to be both polite to customers and be the king amongst its competitors (Booze & Hamilton, 2001).

Booze Allen & Hamilton, which is one of the leading management and technology consulting firm's focuses on business strategy and transformation maintains that hardly a week passes without an article in a newspaper, magazine or airline industry journal discussing the issue of poor on-time performance and its impact on the industry and on society at large (Booze & Hamilton, 2001). Booze Allen & Hamilton revealed that in the year 2000, 25.5% of all intra-Europe flights were delayed more than 15 minutes, the second-worst ever result after 1999, when the Kosovo conflict severely disrupted flying over parts of Europe. The same problem was experienced in U.S where 27.4% of the major airlines' flights were delayed in 2000. Aircrafts were leaving or arriving late, a defect rate that is not acceptable to anyone buying or selling any other kind of product or service in the 21st Century.

Achieving on-time service delivery remains a leadership challenge in all organizations and at all levels of management. To overcome this challenge, Southwest Airlines employed a model that maintained the employees even after September 11, 2001 terrorists attack instead of the layoffs that were common in other airlines. Southwest is

known for quick turnarounds of its aircrafts at the gate to minimize the time its aircraft spend on the ground. The airline knows that non-revenue producing time for an airline is most costly asset. The interviewed employees said that their success is as a result of quality work, efficiency, controlled growth coupled with high performance relationships that include shared goals, shared knowledge and mutual respect (Boetsch, Bieger, & Wittmer, 2011).

1.1.1 Overview of Kenya Airways

Kenya Airways traces its history back to 1946 with the formation of the East African Airways Corporation (EAA). Initially, EAA had a good reputation for service and reliability. With the formation of the East African Community, EAA passed into the joint ownership of the governments of Kenya, Tanzania, and Uganda. Shortly after the collapse of the East African Community in 1976, EAA was placed in liquidation. Kenya Airways was incorporated in January 1977 as a company wholly owned by the Kenyan government. It was established as the national flag carrier of Kenya and acquired certain of the assets and staff of EAA. It operates scheduled services throughout Africa and to Europe and the Indian subcontinent (Kenya Airways Journal, 2012).

Kenya Airways Journal (2012) contends that Kenya Airways is capable of carrying out all scheduled maintenance checks on all its current aircraft types. The airline maintains extensive workshop facilities for the overhaul and repair of mechanical, electrical and avionics aircraft components, including a module facility for handling large fan engines. Some component repairs and maintenance are contracted out to qualified vendors, mostly airlines, in various European countries. Kenya Airways' maintenance facilities consist of

a hangar at Jomo Kenyatta International Airport capable of taking one wide-bodied or two narrow-bodied aircraft at the same time, together with supporting facilities and equipment.

Kenya airways (KQ) like any other airline, is guided by its vision to be a World Class Network Airline. To achieve this, KQ strives to uphold the highest safety standards, ensure that customers are satisfied with the services given to them irrespective of their place of origin, gender or creed. Sustainability of world class carrier requires continuous improvement of services and product which is a key concern of KQ. According to KQ Business Plan (2012), KQ operates under turbulent environment and for it to survive, the company should be able to clearly anticipate the patterns of change coming, the underlying forces driving these changes and above all the ability to align its strategies to respond to a changing business and aero-political environment.

Kenya airways operates to achieve the following goals: to achieve world class standards in service delivery, product quality and operational performance, to be the airline of choice in Africa, to develop Jomo Kenyatta International Airport as a premier hub in Africa, to pursue a business model that will deliver consistent level of profitability. The national carrier has embarked on vigorous data collection, analysis and interpretation with a view to enhance ability for rapid response to opportunities, threats and challenges all geared towards the achievement of Kenya airways growth into a decidedly dominant carrier in Africa with notable presence in Asia, Europe and the Americas, while operating

a modern fleet of 30 to 40 aircraft in the next 10 to 20 years (Kenya Airways Journal, 2012).

It is against this background that the researcher endeavors to establish the extent to which relational factors influence on-time delivery of services and customer satisfaction at Kenya airways in order to improve customer retention, attract new customers thus making KQ the preferred choice of domestic and international travelers.

1.2 Statement of the Problem

Over the years, Kenya Airways has continued to grow as a company. This has involved a change in its operations. The airline which is the National carrier airline of Kenya is engaged in the operation of international and domestic air services for the carriage of passengers, freight and mail, and the provision of ancillary services. Thiongo (2012) points out that Kenya's national carrier has issued a profit warning for the full year ending 2013 as it reported a net loss of Ksh. 4.8 billion ($56.4 million) in the six months to September on the back of surging costs and lower revenue. The airline has adopted the approach that airlines such as Gulf, Japan and South Africa airways among others have adopted in order to survive the turmoil caused by slow down in the world's economic growth, reducing global travel and limiting access to the funds for expansion. This approach involves laying off workers, slashed wages or raised capital, retiring old aircrafts that consume more fuel, retreat from unprofitable routes such as Muscat and Rome and increasing volume to perceived profitable routes like Asia.

Kenya Airways which is Africa's fourth largest carrier, has shocked the market with a significantly worse than expected KES7.9 billion (USD92 million) loss after tax for the year ending 31-Mar-2013 (Financial Year 2012/2013). The loss follows a financial year 2011/2012 net profit of KES1.6 billion (USD18 million) and was driven by the effects of the European economic downturn and geopolitical uncertainty surrounding a number of general elections in Africa, which caused a significant drop in demand (CAPA, 2013). Kenya Airways came out tops in terms of on time performance at London Heathrow with 100 percent of all June 2013 departures right on time while 83 percent of the arriving flights landed as scheduled (Kenya Airways, 2013). Although the airline boasts high on time performance, frequent complains put across by passengers who encounter numerous delays by the airline insist the abrupt changes in flight plans affect their schedules which leads to high cost to passengers, loss of customer confidence and suffering of passengers who have to reschedule their journey. Due to the flight delays, the airline encounters huge costs in terms of rescheduling costs, passenger compensations in some instances, hotel bookings, advertising and other related costs which in the long run affects the airlines overall financial performance.

Public concern is why Kenya Airways is not doing well in consecutive years and yet it is a respected organization identified as resource-based, a safety conscious company that hires top notch staff, a firm that portrays itself as the pride of Africa being identified with African-origin, a company with the best skilled and trained workforce, a pre-eminent management team, a company with tremendous resources, first-rate equipment, experienced personnel in all its field of operation. KQ in the past have won many awards

like Company of the Year Award (COYA), International Air Transport Authority (IATA) award, Freight-Oriented award and many more of the same. There is need for a study that will attempt to unveil why Kenya Airways financial performance has being indicating losses despite it being a first class airline.

A few studies that have attempting to shade some light on the relational factors influence on-time service delivery in airline industry have been general or give limited insights. In his study, Suzuki (2000) explored the relationship between the rate at which passengers switch carriers due to their previous flight experiences. Suzuki found that passengers with delay experience are more likely to switch carriers which results in greater market share for carriers with better historical on-time performance. Another study by Rupp et al. (2001) focuses on the influence of route competition on on-time performance and other factors that flight carriers should take into account while determining the delay of their flights. The main finding of the study by Rupp et al. (2001) is that more competitive routes have worse on-time performance. Additional (control) variables like seasonal effects, airport capacity constraints, the number of scheduled flights, hub originations and prior month's performance also had a significant effect on on-time performance of flight carriers. Mazzeo (2003) examines more or less the same as Rupp et al. (2001). Mazzeo (2003) found that both the prevalence and duration of flight delays are significantly greater on routes where only one airline provides direct service and additional competition is correlated with better on-time performance. Although the studies attained their objectives they did not focus on the relational factors influence on-time service delivery in airline industry.

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A large amount of research about the airline industry is dedicated to competition and pricing in the airline industry. In contrast to the many studies that are related to the airline industry, there is only a limited amount of research on on-time performance in the airline industry. The few studies done on on-time performance in the airline industry have not focused on all aspects of on-time performance and particularly with reference to the relational factors influencing on-time service delivery in airline industry. This prompted this study on relational factors influencing on-time service delivery in airline industry in Kenya. So far there is paucity of literature on the extent to which relational factors influence on-time service delivery in airline industry in Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the extent to which relational factors influence on-time service delivery and customer satisfaction at Kenya Airways with a view to establish strategies that may effectively improve service quality, efficiency and profitability for the survival of the airlines.

1.4 Objectives of the Study

The general objective of this study was to establish the relationship between relational factors and on-time service delivery at Kenya Airways. The study specifically sought to;

    i.   To establish the influence of communication on on-time service delivery at Kenya Airways

    ii.   To examine the influence of conflict management strategies on on-time service delivery at Kenya Airways

iii. To find the attitude of customers on on-time service delivery at Kenya Airways when categorized by gender, age, level of education and nationality

iv. To ascertain the influence of product component on on-time service delivery at Kenya Airways

iv. To find the relationship between coordination and on-time service delivery at Kenya Airways

1.5 Hypotheses of the Study

The following null hypotheses were tested:

i) **Ho1**: Communication has no significant influence on on-time service delivery at Kenya Airways

ii) **Ho2**: On-time service delivery at Kenya Airways is not significantly influenced by conflict management strategies

iii) **Ho3**: Coordination has no significant influence on on-time service delivery at Kenya Airways

iv) **Ho4**: There is no significant difference between the mean attitude towards service delivery at Kenya airways scores by customers of different gender, age, level of education and nationalities

1.6 Significance of the Study

Findings from the study will be beneficial to the following:

The Management team will use the findings as the base upon which to review company performance at Kenya Airways. Necessary improvements identified could be undertaken to enhance on-time performance at KQ. The findings can also be used by human resource

management in other companies to help in boosting employee performance at the various workplaces. This study is important to Kenya Airways management as it can help determine areas of wastage of resources, control this thus save on costs.

Findings of the study will be of assistance to Kenya Civil Aviation Authority (KCAA) in setting the standards that airlines should work towards meeting if our airlines are to fly safe and also for the improvements in service delivery in the industry. The use of ICT will assist in monitoring of air transport operations and more critically, improve the level of security measures under the modern day threat of terrorism. KCAA can also do and exhaustive study in the application of ICT in marketing, to aid local up-coming airlines in competing with other carriers within the Eastern Africa Region.

The regulators and the policy makers can use the finding as reference for policy guidelines on service delivery and human resource management in the aviation industry. They will be able to use the findings of the study to formulate viable policy documents that effectively will in turn boost productivity. These may relate to regulating those aspects that threaten to adversely impact on the operations and development of such organizations.

The findings of this study will enrich existing knowledge and hence will be of interest to both researchers and academicians who seek to explore and carry out further investigations. It will provide basis for further research.

1.7 Delimitation of the Study

The study was confined to Kenya airways departments that situated at Jomo Kenyatta international Airport, Nairobi. Therefore, the study findings were generalizable to other areas with considerations of similarities between other study areas and those of Jomo Kenyatta International Airport. The study was made successful by easy access to company by researcher in gathering information regarding relational factors and on-time service delivery in airline industry in Kenya.

1.8 Limitations of the Study

This study was limited by the following factors:

The research was supposed to concentrate on Kenya Airways- Kenya office which was assumed to capture the real problem which in fact is just a general view based on a specific company. Hence, the results do not give the full reality on the ground affecting other companies in the industry therefore the researcher recommends more study to be done on the same.

There was danger of the staff declining to be involved in the study as they fear to talk freely. In consideration of this, the questionnaire was been designed in such a way that the respondents were not required to give their name or any form of identification. The questionnaire also indicated that it was only to be used for the purpose of research and would not be used for anything else unless as a way of improving staff productivity at Kenya Airways.

1.9 Assumptions of the Study

As highlighted in the limitations, not all users were involved in the study-a sample was used to represent the whole population. Another assumption is that staff responding to questionnaires would do so honestly and objectively.

1.10 Definitions of significant terms

Access: approachability and ease of contact;

Communication: keeping clients informed in a language they can understand and listening to them;

Competence: possession of the required skills and knowledge to perform the service;

Conflict: to come into collision or disagreement; be contradictory, at variance, or in opposition

Coordination: proper order or relationship.

Courtesy: politeness, respect, consideration and friendliness of front office (contact) personnel;

Credibility: trustworthiness, believability, and honesty of the service providers;

Effectiveness: adequate to accomplish a purpose; producing the intended or expected result

Hypotheses: a proposition, or set of propositions, set forth as an explanation for the occurrence of some specified group of phenomena

On time Service delivery: Availability of aircraft, Aircraft dispatch, Customer satisfaction, Service quality, Safety and security

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

Relational factors: refer to any shared knowledge/action that promotes employees willingness to do their job efficiently and effectively to achieve maximum profits for the organization

Reliability: ability to perform service as promised;

Responsiveness: willingness to help customers and to provide prompt service;

Statistical Package for Social Sciences: (SPSS): A software package applied in the analysis of data. It will provide with the frequencies and percentages to establish pertinent factors.

Security: freedom from physical danger, risk or doubt;

Tangibles: appearance of physical facilities, equipment, staff, and communication materials.

Turnaround: taking off of an aircraft after landing; the shorter the time the more the profit

Understanding the customer: making the effort to know customers and their needs and wants

1.11 Organization of the Study

This study is organized into five chapters. Chapter one comprised of background of the study, statement of the problem, purpose and objectives of the study, research questions; significance, delimitations, limitations and assumptions of the study and definition of significant terms.

Chapter two presents the review of related literature arranged according to the study objectives. Chapter three comprises of the research methodology that include: research

design, target population, sampling procedures and sample size, research instruments, data collection procedures and analysis, ethical considerations and operational definition of variables.

Chapter four which details the study findings after data collection will comprise of data analysis, presentation and interpretation while Chapter five will consist of the summary of the study, discussions of study findings, conclusions and recommendations of the study and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature pertinent to the study as presented by various researchers, scholars' analysts and authors. Past studies are important as they guide the researcher on other studies done on the same. The literature is comprised of the theoretical review which covers; theoretical review, empirical literature, the theoretical framework and the conceptual framework.

2.2 On Time Performance in the Airline Industry

Mazzeo (2003) contend that on-time performance is often used as a proxy for the level of service quality of airlines. Service quality is a performance measure of many firms and is important for both passengers and airliners. It is clear that passengers want to know which flight carriers have the best service performance while on the other hand flight carriers themselves are also curious about the quality of their service. However, flight carriers are more interested in which factors influence their service quality, so both the process leading to a high service level as well as the outcome of the process is important for flight carriers. Identifying these factors can help flight carriers to optimize their service quality level. Studies of Rupp et al. (2001), Mazzeo (2003) and Prince and Simon (2009) use on-time performance as a proxy for on-time performance in the airline industry.

Mazzeo (2003) suggests that on-time performance is an appropriate and commonly used proxy for service quality, because Bowen and Headley (2001) state in their widely cited 'Airline Quality Ratings 2001' that on-time performance is one of the elements for determining an airline's quality rating. Therefore, different researchers use the on-time performance in order to measure the service quality of flight carriers. However, on-time performance is not only important for measuring the service performance of an airline, but also for measuring financial performance. Fewer delays and shorter turnaround times can improve a firm's financial performance. An effective framework for approaching punctuality in a structured way should use three main levers: network planning & control, aircraft availability, and ground operations & departure process (Prince and Simon, 2009).

Booze and Hamilton (2001) assert that sound network planning and control is the foundation for high punctuality. Statistical capabilities are extremely important in the airline planning process. The capability to execute complex simulations is a critical tool for understanding schedule dynamics. A capability to carry out what-if analyses is crucial for simulating schedule changes and quantifying their impact on punctuality. The fine-tuning of simulations is best achieved by using real historical data. Therefore, it is critical that airlines capture operational data, in real time if possible, and use it to feed the systems used for schedule simulations and planning. A sound network structure and appropriate block, ground and slack time deployment are key to a good plan. Hub operations in particular struggle with on-time performance at peak times when their own network knots coincide with highest traffic loadings. Managing this problem requires the

airlines explore new ways to share the airspace, either in concerted actions with other airlines, airport operators and regulators or by driving for new market driven methods of slot allocation (Prince and Simon, 2009).

Aircraft availability is the second main lever in the punctuality framework (Booz-Allen and Hamilton, 2001). Mazzeo (2003) states that, if the punctuality target is really taken seriously it needs to have an impact on fleet planning and structure. It is not only the sheer size of the fleet that is affected, it is also about the variation within and across the aircraft types. Vulnerability to version and equipment changes, or spare part logistics problems, has a direct impact on the ability to quickly restore punctual operations after irregularities. Punctuality management needs to raise this problem early with the network and fleet planners. Unscheduled maintenance is a major driver of low aircraft availability rates and is especially true for intensive hub and spoke operations with tight rotation plans whose direct impact on punctuality is not surprising (Prince and Simon, 2009).

According to Booze and Hamilton (2001) significant improvements in on-time-performance at a low price without major capacity investments and undue impacts on the sales front can be achieved through focused process engineering in ground operations and in the departure process. This entails thorough operational diagnostics, followed by a careful design of the multitude of tasks that build the departure process as well as the implementation of the improvement measures. Sound ground operations are based both on solid up-front plans and process designs as well as on highly motivated people. The empowerment of front line staff, combined with a high level of discipline supported by

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adequate incentive schemes do more for punctual operations than millions of investment dollars spent at the wrong areas. Ground operations are increasingly outsourced by airlines, with the expectation of equal service levels but at lower and most importantly variable costs.

2.3 Empirical Review

The following section presents literature pertinent to the study as viewed by other scholars in relation to variables of this study.

2.3.1 Effective communication influence on-time service delivery

Ojomo (2004) defined communication as the process of sharing ideas, feelings, thoughts and messages with others. Rothwell (2001) sees communication as a transactional process of sharing meaning with others. Kemoni (2004) citing Ojiambo avers that communication involves the giving and receiving of information, signals or messages by talk, gestures and writing. Odini (1999) identifies communication as one of the core competencies that all information professionals should possess. Communication is a critical process for innovation teams to achieve their goals successfully (Keller, 2001). Functional experts working in a team require a meeting of minds for information to be effectively exchanged and used for goal achievement. Among the strategies that have thus been deployed to facilitate team communication, collocation is frequently pursued in research and practice (Hoegl & Proserpio, 2004).

According to Keller (2006), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will

give you low performance in return, which was named by Manzoni and Barsoux (2004) as set-up-to fail syndrome. Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn develop decreased motivation. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies of managers to enhance effective job performance among workers in organizations.

2.3.2 Conflict management strategies influence on-time service delivery

Conflict is a social problem in which two or more persons, families, parties, communities, or districts are in disagreement with each other (Dzurgba, 2006). Interpersonal conflict is a disagreement between two or more persons. Organizational conflict is a disagreement between or within groups in an organization. The groups may be workers, workers' unions or management. Organizational conflict is common in the workplace because people always have divergent views on various issues, interests, ideologies, goals, and aspirations (Deutsch, 1990). Some negative consequences of conflict can undermine an organization's efforts. However, handled correctly, conflict can benefit individuals and organizations by producing stronger, more resilient working relationship, improving creative output and generating innovative solutions (Omoluabi, 2001).

Conflict resolution is a relational approach to handling conflicts. It is a process in which interpersonal communication is used to get the parties to a conflict to reach an amicable and satisfactory point of agreement (Albert, 2006; Omoluabi, 2001). The five conflict

resolution strategies: confronting/collaborating, withdrawing/ avoiding, forcing/competing, smoothing, and compromising, adopted by conflicting parties during conflict resolution are identified depending on the level of the win/lose orientation of the parties involved (Ogungbamila, 2006). McShane & Von Glinow (2001) introduced the dimension of assertiveness cooperativeness and win-win and win-loss orientation along the continuum in describing each of the five conflicts resolution strategies. For example, persons using confronting/collaborating, smoothing and compromising strategies are said to exhibit high cooperativeness and low assertiveness behaviours. Also they are said to adopt more win-win orientation and less win-loss orientation attitudes. Persons using withdrawing/avoiding and forcing/competing strategies are considered to exhibit high assertiveness and low cooperativeness behaviours. They are also considered to adopt more win-loss orientation than win-win orientation attitudes.

The confronting/collaborating strategy is one where one party shares information and clarifies issues on the point of conflict with the other party so as to reach a solution acceptable to both parties. Collaborating strategies ranks high on both assertiveness and cooperativeness, supporting a win-win orientation. They may engender positive work behaviour and attitudes of the parties in conflict (McShane & Von Glinow, 2001). The compromising strategy is a give-and-take method of resolving conflict. Each party gives up something that the other party wants. It rates low on assertiveness and high on cooperativeness. This strategy may result in positive work behaviour and attitudes. The forcing or competitive strategy is one in which one party adopts a competing strategy to force the other party to accept a particular position. The forcing strategy rates very high

on assertiveness but is low in its cooperation with others. This strategy reveals a win-lose orientation and may result in negative work behaviour of the party that has to lose.

Smoothing strategy is one that involves avoiding conflict. The smoothing strategy rates low on assertiveness and high on cooperativeness de-emphasizes differences and highlights points common to both parties. This strategy may also result in positive work behaviour and attitudes. Withdrawal strategy involves the tendency of a party to a conflict to refrain from and ignore the conflict altogether rather than trying to directly resolve it. This strategy has the tendency to engender counterproductive work behaviour (Ogungbamila, 2006; Omoluabi, 2001).

2.3.3. Attitude of customers towards on-time delivery of services at Kenya airways

Attitude is a predisposition to act, but it is no guarantee of actual behaviour. On the other hand, people rarely behave in a manner inconsistent with their attitudes/ beliefs, as this would create internal tension or dissonance so that, favorable or unfavorable attitudes provide the decision maker with valuable information for planning the most effective course of action (Baker, 1991). According to the Common Measurement Tool (CMT) of Canada (2003), the five universal factors of public service delivery process which are primarily responsible for creating satisfied or dissatisfied customers include: timeliness, staff knowledge/ competence, courtesy, fairness and service outcome (Promin, 2009). Criteria for judging quality of service include reliability, responsiveness, competence, assurance, empathy and tangibles when weighed against customer satisfaction indicators such as: satisfaction with access and facilities, satisfaction with communication,

satisfaction with personnel, satisfaction with service per se, satisfaction with service results/outcomes and overall satisfaction.

Customers' satisfaction on on-time service delivery in the airlines is a critical issue that need to be given priority when investing in research. Many researchers conceptualize customer satisfaction as an individual's feeling of pleasure or disappointment resulting from comparing a product / service's perceived performance in relation to his/her expectations. If performance falls below the expectations of the customer, then the customer becomes dissatisfied. SKYTRAX (www.airlinequality.com) which is a world recognized brand associated with air travel excellence in the 21st century for providing unique expertise to the world airline and airport industry through professional Audit and bench marking programmes of product and service quality, reported on customers sentiments and experiences as they traveled by Kenya airways. Below are some of the analyzed reports as captured in the

Kenya Airways Customer Reviews on 24 October, 2011, Daynes from UK, claimed that he was travelling on a cancelled 2345 flight from Nairobi to Heathrow as part of round trip. His dissatisfaction was with broken entertainment systems, staff were slow and ill informed and seemed to lie in some occasions. Almost no effort was made to inform the passengers as to what they needed to do in terms of changing flights, getting back through immigration control and sorting out a hotel. We slept on the floor of the transit lounge because the staff claimed there were no hotel rooms available. The following day was no better because the aircraft was further delayed when the first officer failed to turn

up for work. Though refreshments were served, there wasn't enough for every passenger, all in all, a consisted and depressing display of incompetence.

Still in the Kenya Air ways customer review of 15th October, 2011, another customer by name Richard from France claimed that he had taken an awful trip because there was no individual entertainment system but a single screen movie that was impossible to watch. He went on to say that seats were uncomfortable, food awful and not enough. The return trip used a newer aircraft whose seats were narrower and although it had individual entertainment no features were available and his neither worked nor could it be turned off so the glaring the white screen kept on glaring at him all through the night thus robbing him the night's sleep. When he asked the crew the terminal they were to arrive at they said they did not know.

Otieno from France on 20th November, 2012 posted a complain in the KQ customer review says on 5 Nov 2012, KQ116 Nairobi to Amsterdam, Boeing 767, Morning flight. I booked to fly KLM for both out and inbound journeys but unfortunately found myself obliged to fly KQ for the return, seats and fittings equally dilapidated as the KQ flight to Paris that I now systematically avoid. In-flight entertainment was simply missing. I didn't think any airline would put these kind of flights on popular international routes. 2 hrs after take-off the breakfast trolley is rolling past, 1 hour later, flight attendant offers me a tray with bread, croissant, butter and juice, announcing continental breakfast. Half an hour later I'm still waiting for a hot drink. In the meantime the captain is apologizing about late take-off from Nairobi, as if it was something to be proud of. Tea eventually

comes 1 hour after 'continental breakfast'. Incidentally the temperatures in the cabin are kept glacial. This is nothing compared to lunch. After a terribly long wait to only to end up with a repeat of the earlier back and forth game of trolleys and trays, partially empty trays, trays with this or that missing. My salad comes with the inside of the already unsealed lid smeared with what looks like chocolate pudding? We are a long cry from the fancy looking menu proudly presented at the onset of flight. Between 2003 and 2007 KQ was my favourite company on this route but it will be a while before I choose KQ over other alternatives.

Sayn from Kenya had this claim to make:

> *I live in Kenya and I am a Flying Blue Gold member. Unfortunately I have to fly KQ frequently. I say "unfortunately" mainly due to the more than frequent delays without explanations, without anyone responsible and without real support as to what to do. You feel totally lost in the horrible JKIA. When flights get delayed over night, people are ferried to hotels in CBD instead of hotels closer to the airport. Apart from this standing joke on KQ unreliability of flights, I have to say that I have always received my luggage (touch wood). In-flight entertainment is a complete joke with old movies on the system that only works half the time. Twice in business NBO-Paris I had no in-flight entertainment at all and no apologies for it. Food is not too bad. Seats are old and uncomfortable. Now, if KQ would at least be a cheap airline I could accept all this, but given the pricing*

structure it is just annoying, $1,000 in Econ NBO to Maputo? I have

seen worse, but I have also seen much better.

Butterworth, Thomas, & Hooke (2012) define personal attributes as the underlying characteristics that are deep and enduring parts of an individual expressed most of the time. They are one's personal style or personal effectiveness such as feelings, attitudes, habits and traits. Competency-based human resources approaches are grounded in the notion that competencies (i.e. the knowledge, skills, abilities and personal attributes that a person brings to the job) are what drive performance (Bond, 2004). Personal attributes identify qualities of character, which a person must have to be an effective and successful performer in the job (Bond, 2004). They are underlying characteristics which are deep and enduring parts of an individual expressed most of the time. They are one's own personal style or personal effectiveness, such as feelings, attitudes, habits and traits. Each of these is demonstrated by behavioural examples which allow one to objectively determine whether an individual possess the required personal attributes. Attributes, together with the knowledge and skill competencies, help predict what a person will do in a given situation (Chamberlain, 2005).

2.3.4 Coordination and on-time service delivery

Relational coordination is expected to improve performance in potentially significant ways. Frequent and timely communication can generate rapid responses to new information as it emerges, resulting in minimizing delays and maximizing responsiveness to customer needs. Accurate communication reduces the potential for errors, and

problem-solving communication avoids the negative cycle of blaming and information hiding, keeping the focus instead on continuous improvement and learning (Dutton and Ragins, 2007). High-quality relationships reinforce high-quality communication, encouraging participants to listen to each other and to take account of the impact of their own actions or inactions on those who are engaged in a different part of the process, therefore helping them to react to new information in a coordinated way, further contributing to performance of the work process. Gittell (2001) argues that these conditions for relational forms of coordination are met in flight departures.

Robertson (2004) pointed out that although knowledge sharing is a desirable goal, for many organizations, however, in practice it is difficult to achieve. He explains that employees are reluctant to share knowledge but are willing to do work activities that are required in their jobs. He added that knowledge sharing in their terms is "updating client details, discussing project schedules", and completing given assignments. One of the goals of many knowledge management projects is to encourage the sharing of knowledge among employees. There are many reasons why knowledge sharing is essential to the survival of most organizations. Robertson (2004) elaborated that the "growing need for information on products, ideas and work processes in organizations initiate the need for knowledge sharing practice, hence, the application of new knowledge or so called 'innovation' is creating a challenging competitive mode among organizations". As such, when an experienced employee leaves an organization, their valuable knowledge also walks out of the organization door. The organization apparently not only loses a great deal of effort that it has taken all the years in bringing up the employee but also loosening

its credibility to maintain its status as having competitive knowledge workers. Therefore, it is crucial for the organization to constantly run the knowledge among its employees so that at any time even when one employee leaves, the rest will be able to continuously maintain the knowledge needed for the job.

2.4 Customer Satisfaction

Customer satisfaction (the full meeting of one's expectations) has been a critical concept in contemporary marketing thought and in research related to buyer behaviour. It is generally argued that if customers are satisfied with a particular product or service offering after its use, then they are likely to engage in a repeat purchase and try line extensions (East, 1997). Satisfied customers are also likely to tell others of their favourable experiences and thus engage in positive word of mouth advertising (Richens, 1983; File and Prince, 1992). Dissatisfied customers, on the other hand, are likely to switch brands and engage in negative word of mouth advertising. The significance of customer satisfaction and customer retention in strategy development for a "market oriented" and "customer focused" firm thus cannot be underestimated (Kohli and Jaworski, 1990). Customer satisfaction is often described as the essence of success in today's highly competitive world of business.

In the literature related to customer satisfaction, a great deal of attention has been paid to the confirmation paradigm which concerns the comparison of product or service performance expectations and evaluations (Goode and Moutinho, 1995). The confirmation model treats satisfaction as meeting customer expectations (East, 1997;

Oliver, 1989) and is generally related to habitual usage of products (East, 1997). However, research on customer satisfaction has moved towards the disconfirmation paradigm which views satisfaction with products and brands as a result of two cognitive variables: prepurchase expectations and disconfirmation (Peter and Olson, 1996). Peter and Olson (1996) stated that "prepurchase expectations are beliefs about anticipated performance of the product; disconfirmation refers to the differences between prepurchase expectations and post-purchase perceptions".

Services have some unique characteristics that make them different from physical products (Zeithaml and Bitner, 1996). Services are often characterized by their intangibility, inseparability, heterogeneity, and perishability (Lovelock, 1996; Zeithaml and Bitner, 1996). The implications of these characteristics are that it is often difficult for customers to evaluate services at preconsumption, consumption and post-consumption stages of consumer decision making (Legg and Baker, 1996). Because of the intangible nature of services, it also becomes difficult for an organization to understand how its customers perceive and evaluate the quality of its services (Zeithaml, 1981). Furthermore, services exist in real time: services are consumed at the very moment when they are made available to customers. They cannot be stored and quality checked like a physical product. Hence, every service production failure is likely to be experienced by a customer. Consequently, "dissatisfaction with a service might occupy most of the time over which service is consumed" (East, 1997) which may not be true for a physical product.

Services are often high in credence and experience qualities and low in search qualities (Zeithaml and Bitner, 1996; Alford and Sherrell, 1996). According to Zeithaml and Bitner (1996), search qualities represent those attributes that customers can determine prior to purchase. Examples of search qualities are attributes like colour, style, price, fit, feel, and smell. Experience qualities represent those attributes that customers can only determine after the purchase or during the consumption. Examples include attributes like taste, wearability and satisfaction. Credence qualities represent those qualities that the customer may find impossible to evaluate, even after purchase and consumption. This is mainly because the customer may not have the appropriate level of skills, expertise and knowledge to perform the evaluation.

Zeithaml and Bitner (1996) argued that because of their unique characteristics, services often pose few search qualities and many experience and credence qualities. On the basis of this, Alford and Sherrell (1996) argued that customers, in the case of services high in experience or credence properties, may depend on their affective responses to the service provider and their script-based expectations about the process used in the service to deliver satisfaction judgements. We may note here that affect is a type of internal, psychological responses that customers may have towards environmental stimuli and events (Peter and Olson, 1996). Scripts, on the other hand, are organised networks of procedural knowledge that customers have in their memories. In simple terms, scripts represent knowledge of a sequence of events – that is how to do things (Peter and Olson, 1996). In their study, Alford and Sherrell (1996) found that the affective reactions had direct effect on performance evaluations by customers.

Peter and Olson (1996) states, the strategy issue is also a very important element of customer satisfaction, primarily because it sets the tone for the appropriate training, behavior, and delivery of the specific service. There are four items that the strategy for service quality ought to address:

1. Customer service attributes. The delivery of the service must be timely, accurate, with concern, and with courtesy. One may ask why are these elements important? The answer is that all services are intangible and are a function of perception. As such, they depend on interpretation. In addition and perhaps more importantly, service by definition is perishable and if left unattended, it can spoil on the organization.

The acronym *COMFORT* 4 can be used to signify the importance of service. COMFORT is *c*aring, *o*bservant, *m*indful, *f*riendly, *o*bliging, *r*esponsible, and *t*actful. These characteristics are the most basic attributes of customer service and without them, there cannot be a true service of any kind. They all depend on interpersonal skills, communication, empowerment, knowledge, sensitivity, understanding, and some kind of external behavior.

2. Approach for service quality improvement. The basic question one must be able to answer is *why bother with service quality*? The answer is in a three-prong approach. The first is cost, the second is time to implement the program, and the third is the customer service impact. Together, they present a nucleus for understanding and implementing the system that is responsive to both customers and organization for optimum satisfaction.

3. Develop feedback systems for customer service quality. The feedback system one chooses will make or break the organization. Make sure not to mix the focus of customer satisfaction and marketing. They are not the same. The focus of customer service and satisfaction is to build loyalty, and the focus of marketing is to meet the needs of the customer profitably. Another way of saying it is that marketing's function is to generate customer value profitably, whereas the purpose of customer service and satisfaction is to generate repeatability, recognition, and overall satisfaction of the transaction.

The concern here is to make sure that a goal exists (a reporting system for measurement is appropriate and useful for the particular service) and to reach the reward of service quality. The question then becomes how to develop a system that is responsive to the customer's needs, wants, and expectations. To answer these concerns, look to the customer for answers. The value of the information must be focused in at least the following areas: to know what customers are thinking about you, your service, and your competitors; to measure and improve your performance; to turn your strongest areas into market differentiators; to turn weaknesses into developmental opportunities before someone else does; to develop internal communications tools to let everyone know how they are doing and to demonstrate your commitment to quality and your customers. In essence your measurement for the feedback must be of two distinct kinds: customer satisfaction, which is dependent upon the transaction and service quality, which is dependent upon the actual relationship.

4. Implementation. Perhaps the most important strategy is that of implementation. As part of the implementation process, management must define the scope of the service quality as well as the level of customer service as part of the organization's policy. Furthermore, they must also define the plan of implementation. The plan should include the time schedule, task assignment, and reporting cycle.

2.5 Service Quality and Customer Perception

The concept of service comes from marketing literature, and many scholars have offered different definitions of 'service', based on their diverse perceptions about what a services constitutes (Chang, Chen & Hsu, 2002). According to Zeithaml and Bitner (2003), services are defined as deeds, processes and performances while Perreault and McCarthy (1999), define services as deeds performed by one party for another. Kotler (1994) defines a service as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything and is of the opinion that services are intangible, inseparable, variable and perishable.

According to Schwartz (2007) who uses a case of water service delivery, for water utilities to be effective and efficient in the service delivery the main component of quality services needs to be considered. General components of perceiving quality in water and further public services include the following: accessibility that is location of service to population it services and waiting time for service; relevance of type/pattern of service to needs of population; equity or fairness of provision for different groups of people; efficiency with economy of resource use and value for money; acceptability to the public

of services available; effectiveness: of services provided; reliability of service provision should always be there when needed; responsiveness: of the utility towards their customers and creditability, employee attitude, communication, responding to demand of the customers.

According to Zeithaml and Bitner (2003) there are two prominent measures of service quality and customer satisfaction. They are SERVQUAL which has 10 aspects of service quality: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles. And the second one is The Batho Pele (putting people first) principles. These principles have established eight principles of public service delivery. These are consultation, service standards, access, courtesy, information, openness and transparency, readiness and value for money. Both of them have more or less the same indicators.

Service quality is difficult to define and judge as a product quality because there is no clear cut measurement of a service quality. However, customers can make judgment about service quality, and service providers want to know customers expectations for designing effective service. Customer's satisfaction with service quality can be defined by comparing perception of service received with expectations of service desired. When expectations exceed, service is perceived to be of exceptional quality and surprising while the service quality that does not meet expectations is assumed as unacceptable. Customer can be satisfied if they get their expectations from the service provider on time.

Therefore, the key of managing service quality of the office is to deliver high quality service consistently as expected by customers or service users (Kotler, 1998).

Even (1997) suggested customers' complaints satisfying system to be done using service recovery program which involves three steps: make it easy for dissatisfied customers complain by providing suggestions and complaints forms and others; employees of companies who receive complaints must be trained in order to be able to solve customer's problems firstly and with great satisfactions; and companies should find the main causes of problems beyond satisfying particular customers.

2.6 Theoretical Framework

According to Ghaur & Granhaug (2002) a theory is a "set of interrelated concepts, definition and proposition that present a systematic view of specifying relations among variables with the purpose of explaining and predicting phenomena. One of the theories which exists and is applicable to the concept of On Time Performance (OTP) is the resource based view theory. According to Harrison and Caron (1994), a resource-based view of operations is that a plans implementation is composed of various resources which need to be managed in a manner that it achieves the set goals. This is the followed by identifying the value generation by these resources then defining a strategy that will allow for maximum optimization of these resources.

Considering OTP in the aviation industry its achievement relies heavily on the management of the various resources available to achieve superior efficiency, quality,

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innovation and effectiveness. Different types of resources which impact on the on high OTP are needed and can be classified as either tangible resource or as intangible resources. The tangible resources are the resources which can be quantifiable like facilities and raw materials while intangible resources consist of those resources like knowledge or fleet age which cannot be quantified. This is as shown in the resource based model Figure 1. In the resource based model the end product of application of resources is the achievement of competitive advantage. The achievement of competitive advantage involves the application of resources to attain superior quality, superior innovation, superior efficiency and superior customer responsiveness thus achieving a high OTP.
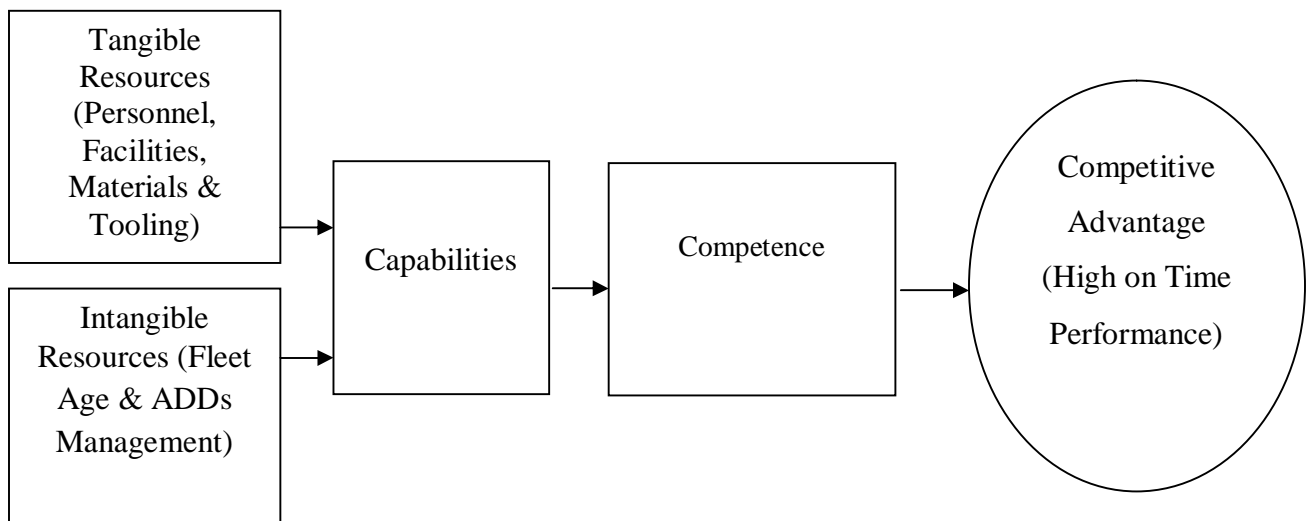
Figure 2.1: Resource Based Model

Source: Ghaur & Granhaug (2002)
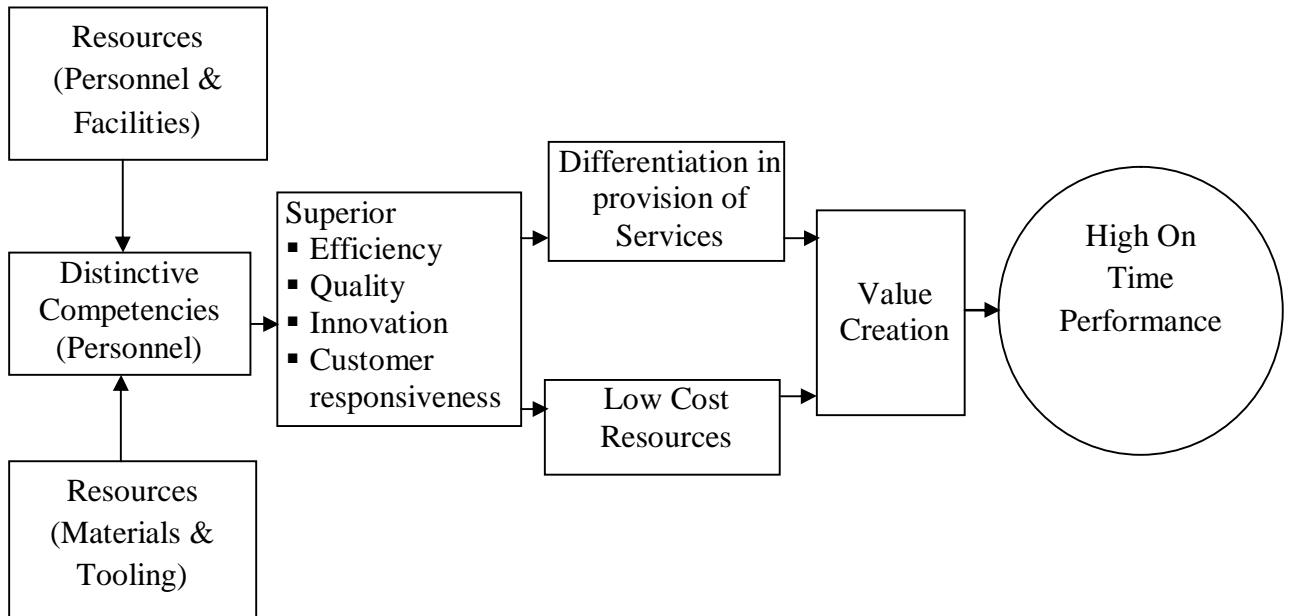
Figure 2.2: Roots of Competitive Advantage

Source: Ghaur & Granhaug (2002)

2.8 Conceptual Framework

Independent Variables

Effective Communication
- Frequency
- Timeliness
- Direction

Moderating Variable

Product component
- Flight per day
- Passenger per flight
- Flight length
- Cargo per flight

Conflict Resolution Strategies
- Dialogue
- Team building
- Mediation
- Stress management

Dependent Variable

Personal Attributes of Customers'
- Age
- Gender
- Level of education
- Occupation

On Time Service Delivery at Kenya Airways

Coordination
- Shared goals
- Shared knowledge
- Quality of service
- Efficiency

Intervening Variable

Attitudes of staff towards work and job security

Figure 2.3: Conceptual Framework

Mugenda and Mugenda (2003), define a conceptual framework as a hypothesized model identifying the concepts under study and their relationships. In this framework, there are certain factors that affect relational factors and on-time service delivery at Kenya Airways. These factors include but are not limited to effective communication, conflict resolution strategies, personal attributes of staff and coordination. Product component is

the moderating variable while attitude of staff towards work and job security is the intervening variable. On-time service delivery at Kenya Airways is the dependent variable that is affected by the independent variables. The study will be guided by the conceptual framework as shown in Figure 3 relating the dependent and independent variables.

Kemoni (2004) citing Ojiambo avers that communication involves the giving and receiving of information, signals or messages by talk, gestures and writing. Odini (1999) identifies communication as one of the core competencies that all information professionals should possess. Communication is a critical process for innovation teams to achieve their goals successfully (Keller, 2001).

Conflict resolution is a relational approach to handling conflicts. It is a process in which interpersonal communication is used to get the parties to a conflict to reach an amicable and satisfactory point of agreement (Albert, 2006; Omoluabi, 2001). Some negative consequences of conflict can undermine an organization's efforts. However, handled correctly, conflict can benefit individuals and organizations by producing stronger, more resilient working relationship, improving creative output and generating innovative solutions (Omoluabi, 2001).

Customers' satisfaction on on-time service delivery in the airlines is a critical issue that need to be given priority when investing in research. Many researchers conceptualize customer satisfaction as an individual's feeling of pleasure or disappointment resulting from comparing a product / service's perceived performance in relation to his/her

expectations. If performance falls below the expectations of the customer, then the customer becomes dissatisfied.

Relational coordination is expected to improve performance in potentially significant ways. Frequent and timely communication can generate rapid responses to new information as it emerges, resulting in minimizing delays and maximizing responsiveness to customer needs. Accurate communication reduces the potential for errors, and problem-solving communication avoids the negative cycle of blaming and information hiding, keeping the focus instead on continuous improvement and learning (Dutton and Ragins, 2007). High-quality relationships reinforce high-quality communication, encouraging participants to listen to each other and to take account of the impact of their own actions or inactions on those who are engaged in a different part of the process, therefore helping them to react to new information in a coordinated way, further contributing to performance of the work process.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods that will be used for the study and adopts the following structure: research design, population and sample, population description, data collection methods, research procedures and data analysis and methods.

3.2 Research Design

The study adopted a descriptive survey research design which according to Churchill (1991) is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. The study aimed at collecting information from respondents on relational factors influence on-time service delivery at Kenya Airways with a view to establish strategies that may effectively improve service quality, efficiency and profitability for the survival of the airlines. Khan, (1993) recommends descriptive survey design for its ability to produce statistical information about aspects of education that interest policy makers and researchers.

Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information and summarize, present and interpret data for the purpose of clarification (Orodho, 2003). According to Mugenda and Mugenda (2003) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. The design was chosen

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for this study due to its ability to ensure minimization of bias and maximization of reliability of evidence collected.

3.3 Target Population

The study population targeted the entire Kenya Airways-Nairobi office staff. The study population also comprised of Kenya Airways customers and heads of departments. Kenya Airways is made up of a total of 4200 employees. The study targeted the Nairobi office which comprises of 620 employees. KQ's Nairobi office and Jomo Kenyatta International Airport was selected as the study site due to proximity to the researcher, time available for research and budgetary constraints.

Table 3.1: Distribution of Study Population per Department

Department	Population	% of Total
Operations	408	9.7
Technical	690	16.4
Customer Service	576	13.7
Administration	340	8.1
Executive & HR	119	2.8
ICT	209	4.9
Accounts	327	7.8
Sales and Distribution	546	13.0
Inflight	985	23.5
Total	**4200**	**100**

Source: Kenya Airways (2013)

3.4 Sampling Procedure and Sample Size Selection

In this section, the study outlines how a sample is selected and the sampling procedure used.

3.4.1 Sampling Procedure

Proportionate stratified sampling was used to select the sample size in stratum. With proportionate stratification, the sample size of each stratum is proportionate to the population size of the stratum. Simple random sampling was also adopted for this study by use of random numbers generated by a computer program. To enable the study to generalize findings to the whole population, a total of 244 employees were used. Purposive sampling was used to select 100 customers who were randomly selected to participate in the study. The respondents were passengers who are customers of Kenya Airways. Salkind (2005) proposes a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most academic researches. Purposive sampling was also be used to select Jomo Kenyatta International Airport as the study site since it carries many passengers who are flying to various destinations compared to other airports, proximity to the researcher, time available for research and budgetary constraints.

3.4.2 Sample Size Selection

To determine the size of the sample used, the Yamani Taro (1967) formula was used. It states that the desired sample size is a function of the target population and the maximum acceptable margin of error (also known as the sampling error) and it expressed mathematically thus:

$$n = \frac{N}{1+Ne^2}$$

Where:

n = sample size

N = target population

e = maximum acceptable margin of error (5%)

Thus in this study, the desired sample size given that there is approximately 620 staff in the Nairobi office is:

$$n = \frac{620}{1+620\ (0.05)^2}$$

$$n = 244$$

The research uses a 5% margin of error, therefore, 244 respondents who are Kenya Airways staff were targeted by the use of questionnaires. 100 KQ customers were also be targeted.

Strata sample sizes are determined by the following equation:

$$n_h = (\ N_h\ /\ N\ ) * n$$

Source: Kothari (2007)

Where;

N: The number of observations in the population (620).

N_h: The number of observations in stratum h of the population.

n_h: The number of observations in the sample size for stratum h.

n: The number of observations in the sample.

Table 3.2: Sample Population for the Study

Department	No of employees in Nairobi Office (N_h)	(sample size) (n_h)
Operations	60	24
Technical	102	40
Customer Service	85	33
Administration	50	20
Executive & HR	17	7
ICT	31	12
Accounts	48	19
Sales and Distribution	81	32
Inflight	146	57
Total	**N=620**	**n=244**

Source: Kenya Airways (2013)

3.5 Research Instruments

The study relied on data collected through two questionnaires and interview guide that is structured to meet the objectives of the study. The questions were both open ended and closed ended. According to Mugenda and Mugenda (2003), questionnaires are commonly used to obtain important information about a population under study. Each item was developed to address specific themes of the study. The questionnaires were distributed to the selected members of the sample. Each respondent selected was briefed on how to fill in the questionnaire. The respondents were given a time frame within which they would

respond to the questionnaire after which the questionnaire was collected by the researcher on the agreed time. The study used questionnaires because they are less costly and not time consuming. The study also interviewed the Heads of Department on an agreed date with a view to triangulate the questionnaires for increasing the credibility of the results.

3.5.1 Instruments Validity

Validity indicates whether the items measure what they are designed to measure (Borg and Gall 1989). The study used content validity to examine whether the instruments answered the research questions. Adjustments and additions to the research instruments consultations and discussions with the supervisor were done to establish content validity.

3.5.2 Instruments Reliability

In testing the reliability of the instruments, the study did a pilot test the staff and customers questionnaires from Airports not sampled for the study using test-retest method to find out the accuracy of the instruments, check on the clarity and suitability of the items and increase the validity, reliability and practicability of the questionnaires. To assess the reliability of the instruments the attitude scale was used. Cronbach Alpha was used to calculate the reliability coefficient of questions intended to elicit answers that are based on respondents' perception and attitudes. Crobach's Alpha (co-efficient Alpha) is a measure of internal consistency that assumes equivalence of all items and it's generally the most appropriate type of reliability for survey research and other questions in which there is a range of possible answers for each item, (McMillan and Schumacher 2001). The attitude ratings were analyzed by computing standardized Cronbach Alpha. Computation of Cronbach's Alpha was done using SPSS for windows version 17.0

programme. The questionnaires were accepted at reliability indices of 0.89 for staff and customers. Alpha co-efficient reliability index was obtained using the following formula:

Alpha $=$ K $\qquad$ $S^2 0 - S^2 1$

$\qquad$ K $- 1$ $\qquad$ $S^2 0$

Where

$\qquad$ K $=$ number of items on the test

$S^2 1=$ the variance of each item

$S^2 0 =$ the variance of all scores on the total test.

3.6 Data Collection Procedure

The researcher obtained permit from the National Council for Science and Technology in order to be cleared to collect data. A copy of the permit was submitted to Head of Training Kenya Airways to be allowed to collect data various departments and customers. The research booked an appointment with the selected head of department to discuss the appropriate date for the interview. Data collection commenced with the help of trained research assistants. On the first day, the respondents reluctant to participate in this study but when they were assured both in writing and verbally that the information obtained from them will be treated with ultimate confidentiality they agreed to take part. They were therefore requested to provide the information truthfully and honestly and not to indicate who they are. The exercise took one week. Considering the tight work schedules at the airport some of the questionnaires were dropped and picked on an agreed

later time or date but in most cases the questionnaires were filled as the researcher waited.

3.7 Data Analysis

The process of data analysis involved data clean up and explanation. The data was then coded and checked for any errors and omissions (Kothari, 2004). Frequency tables, percentages and charts were used to present the findings. Responses in the questionnaires were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 17.0 programme to analyze the data. The responses from the open-ended questions were listed to obtain proportions appropriately; the response were then be reported by descriptive narrative. Qualitative information in all the interviews guides and observations were transcribed and reported in narrative reports. In addition Analysis of Variance (ANOVA) technique was applied to establish the mean differences amongst various categories within each of the important factors for testing the influence of customers' attitude on on-time service delivery at Kenya Airways.

Cross-Tabulation and Chi-square tests were used to establish the relationship between gender and the type of department as well as education and occupation. One Way ANOVA was used to test the influence of different levels of customers' attitude towards on- time service delivery at Kenya Airways. ANOVA test compares the variance (variability in scores) between the different groups (believed to be due to the independent variable) with the variability within each of the groups (believed to be by chance). An **F** ratio is calculated which represents the variance between the groups, divided by the

variance within the groups. A significant **F** test indicates that we can reject the null hypothesis which states that the population means are equal.

F test assumes that the samples are obtained from populations of equal variances, meaning that the variability of scores for each of the groups whose means are to be compared is similar Pearson's coefficient of correlation was applied to measure the degree of influence of each of the independent variables on the dependent variable. Pearson **r** was used in this study since the data was measured in interval scale and the Pearson's correlation coefficient technique is recommended for such data as the most appropriate for determining relationships, (Cohen, Manion and Morrison, 2002 and Kothari, 2002). The assumption associated with the application of the Pearson r is that the relationship between the variables being correlated is a linear one. This assumption was met by first plotting a correlation matrix which indicated a linear relationship between the variables. The correlations were based on two-tailed tests in order to test the significance levels of the relationship between coordination and on-time service delivery at Kenya Airways. The two-tailed test allowed for the possibility that the influence could assume either a positive or a negative direction. The hypothesis was tested at 95% confidence level (P = 0.05).

Regression analysis was applied in all the cases where correlation was found to exist between the independent and dependent variables. It was important to carry out regression analysis so as to establish the extent of the influence exerted on the dependent variable by the independent variable. It was also necessary to come up with a Regression

Prediction Model for on-time delivery of services at KQ and establish the strength of the model. R-Square shows how much of the total variance is explained by the independent variable for the dependent variable. The t value is used to test the significance of the variance. Brown, (2007) recommends that in a case where the independent variable is categorical in nature the researcher should convert that variable into a dummy variable or be given numerical value. In this study all the variables were assigned numerical values.

3.8 Operational Definition of Variables

The Table below gives a summary of research objectives, variables of study and their indicators. Level of measurement, tools of analysis for each objective is also demonstrated. Finally, the table shows the type of tool employed for each objective.

Table 3.3: Operational Definition of Variables

Research Objectives	Variable	Indicator	Measurement	Tools of Analysis	Statistical Tools
To establish the extent to which effective communication influences on-time service at Kenya Airways	-Frequency -Timeliness -Direction	-Very positive -Positive -Fairly positive -Negative -Very Negative	Likert scale	Quantitative	Percentages and frequencies Analysis of variance (ANOVA
To examine the extent to which conflict management strategies influences on-time service delivery at Kenya Airways	-Dialogue -Team building -Mediation -Stress management	-very Positive -Positive -Fairly positive -Negative -Very Negative	Likert scale	Quantitative	Measures of central tendency, mean, mode and median Regression Analysis
To find out if there is any significant difference between personal attributes of the customers and on-time service delivery at Kenya Airways	-Age -Level of education -Training -Experience -Remuneration	-Very effective -Effective -Fairly effective -Not effective	Likert scale	Quantitative	Measures of central tendency, mean, mode and median Analysis of variance (ANOVA)
To ascertain the extent to which product component influences on-time service delivery at Kenya	-Quality of service -Efficiency	-Very satisfied -Satisfied -Fairly satisfied -Not satisfied	Likert scale	Quantitative	Measures of central tendency, mean, mode and median

Airways					
To establish the influence of coordination on on-time service delivery at Kenya Airways	-Shared goals -Shared knowledge	-Very satisfied -Satisfied -Fairly satisfied -Not satisfied	Likert scale	Quantitative	Measures of central tendency, mean, mode and median Regression Analysis

3.8 Ethical considerations

While this research will contribute to the knowledge of information communication and technology, it maintained utmost confidentiality about the respondent. The researcher ensured that all respondents were given free will to participate and contribute voluntarily to the study. In addition, the researcher ensured that necessary research authorities are consulted and permission granted and due explanations given to the respondents before commencement of the study.

3.9 Summary

This chapter presents a description of the study design, target population, sampling methods and procedures, description of the research instruments and generation of the data for the current study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter is presented in five sections. The first section looks at the demographic information of the respondents. The second section looks at organization information, section III looks effective communication and on-time service delivery in the Airline Industry, section IV looks at conflict resolution strategies and on-time service delivery in the Airline Industry and section V looks at coordination and on-time service delivery in Airline Industry in Kenya. The data has been presented in Tables, pie charts and bar graphs. The responses were analyzed using descriptive statistics. This chapter analyses responses from KQ employees, customers and managers.

4.2 Response Rate (Responses from KQ employees)

Out of 244 questionnaires which had been administered to the interviewees, 200 of them were returned for analysis. This translates to 82.0 percent return rate of the respondents. Overall, the response rate can be considered to have been very high as shown in Table 4.1;

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Issued	244	100.0
Returned	200	82.0
Not returned	44	18.0

4.3 Background information of the respondents

The study sought to find out the distribution of the respondents by gender to know which gender is the majority in Kenya Airways. The findings are presented in the Figure 4:
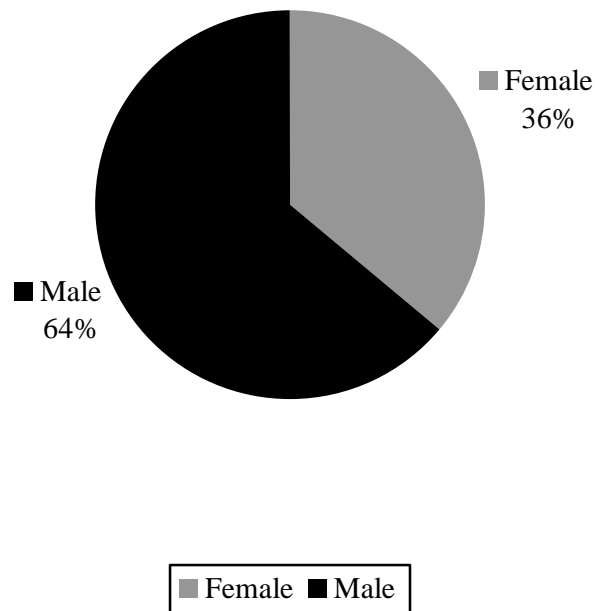
■ Female ■ Male

Figure 4.1: Distribution of respondents by Gender

From Figure 4.1, it is evident that majority of the respondents who participated in the study were males represented by 64.0% and followed by females 36.0%. This could imply that Kenya Airways is largely dominated by males.

Because of differences in the peoples' age groups, the study sought to find out age brackets of the respondents so as to know which bracket are the majority in Kenya Airways. The results are shown in the Table 4.2:

Table 4.2: Distribution of the respondents by age

AGE	Frequency	Percent
Below 30 years	33	16.5
30-39 years	81	40.5
40-49 years	79	39.5
Above 50 years	7	3.5
Total	**200**	**100.0**

From the Table 4.2, majority of the respondents who participated in the study represented by 40.5% are aged between 30-39 years, 40-49 years (39.5%) and below 30 years (16.5%). The table further reveals the rest are aged above 50 years (3.5%). This could imply that majority of employees in Kenya Airways are middle aged probably reason being they tend to retain their employees or employ experienced staff from other sectors.

The study sought to find out the education level of the respondent. The results are shown in Table 4.3;

Table 4.3: Distribution of the respondent by education level

Education Level	Frequency	Percent
Diploma	43	21.5
Bachelors' Degree	85	42.5
Post Graduate Diploma	30	15.0
Post Graduate Degree	42	21.0
Total	**200**	**100.0**

Table 4.3 shows that almost half of the respondents (42.5%) have attained undergraduate level of education, 21.5% have attained diploma level of education, 21.0% have attained post graduate level of education and the minority (15.0%) has attained post graduate diploma level of education. The findings depict the Kenya Airways employs well learned professionals who have attained tertiary level of education.

The study sought to find out how many years the respondent has worked with the airline. The results are shown in Figure 4.2;
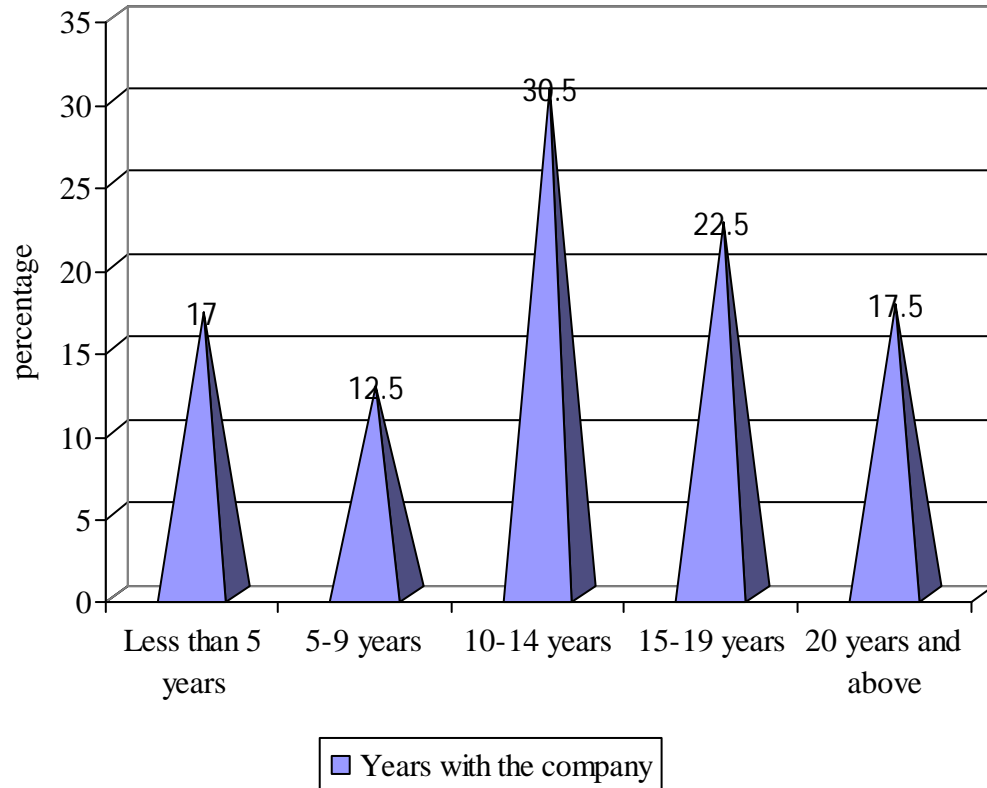
Figure 4.2: Years with the company

Figure 4.2 shows that majority of the respondents (30.5%) have been with the airline for 10-14 years. The table further reveals that 22.5% have been with the company for 15-`9 years, 17.5% for over 20 years, 17.0% for less than 5 years and 12.5% for 5-9 years. The findings could give an implication that Kenya Airways retains its employees and are probably good employers. All the respondents (100.0%) interviewed indicated that they are of Kenyan Nationality.

4.4 Organization information

The study sought to find out the occupation/designation of the respondent. The results are shown in Table 4.4:

Table 4.4: Distribution of the respondent by Occupation

Respondents occupation	Frequency	Percent
Engineer	37	18.5
Analyst	11	5.5
Outstations coordinator	4	2.0
Outstations officer	7	3.5
Flight operations officer	12	6.0
Duty manager operations	4	2.0
Aircraft technician	39	19.5
Ramp controller	7	3.5
Manager	7	3.5
Customer care	13	6.5
Ticketing	9	4.5
Human resource	13	6.5
Marketing	6	3.0
Auditor	7	3.5
Information and technology	19	9.5
Pilot	5	2.5
Total	**200**	**100.0**

Table 4.4 shows that majority of the respondents interviewed are aircraft technicians (19.5%), engineers (18.5%), information and technology specialists (9.5%), human resource (6.5%), customer care (6.5%), flight operation officers (6.0%) and analysts

(5.5%).Table 4.3 reveals majority of the respondents who participated in the study are aircraft technicians.

The study further sought to find out which department the respondent works in. The results are shown in Table 4.5:

Table 4.5: Distribution of the respondents by department

Department	Frequency	Percent
Technical	97	48.5
Flight operations	20	10.0
Finance	9	4.5
Commercial	7	3.5
Information systems	24	12.0
Human Resource	14	7.0
Ground operations	29	14.5
Total	**200**	**100.0**

Table 4.5 shows that almost half of the respondents (48.5%) are Technical department, 14.5% are from ground operations department, 12.0% are from information systems; 10.0% from flight operations, 7.0% from human resource department, 4.5% from finance departments and 3.5% from commercial department.

4.5 Effective Communication and On-Time Service Delivery in the Airline Industry

The study sought to find out the level of agreement on the effective communication indicators that airlines need to accomplish to ensure on-time delivery of services. The findings are revealed in Table 4.6, 4.7 and 4.8:

Table 4.6: Frequency of Communication

		Strongly Disagree (%)	Disagree (%)	Undecided (%)	Agree (%)	Strongly Agree (%)	Mean N=200	Std Deviation
1	Our communication channels are clear and open to all staff	4.5	56.0	14.5	23.0	2.0	2.62	0.95
2	Our leaders are good communicators of the company goals and daily objectives	4.5	27.0	38.5	28.0	2.0	2.96	0.90
3	Tasks are communicated well in advance	2.5	34.5	37.0	26.0	0.0	2.87	0.83
4	Staff have unlimited access to airlines operating manuals	2.5	22.5	7.0	51.0	17.0	3.58	1.09
5	Staff spend a lot of working time waiting for job related communication from their immediate bosses	0.0	27.0	20.0	48.0	5.0	3.31	0.93
6	There is constant communication between customer service and the ramp	4.5	38.5	40.5	14.5	2.0	2.71	0.84
7	Delays are communicated promptly to all departments well before the time they were scheduled for departure	2.0	39.5	19.0	35.0	4.5	3.01	1.01
8	All staff in operation sections are given full information about flight real-time schedules	7.0	55.5	16.5	14.0	7.0	2.59	1.04
9	All operational departments are given information on the availability of gates	2.0	53.5	37.5	7.0	0.0	2.50	0.66
10	Staff are familiar with the use of electronic equipment to store and retrieve information	4.0	64.0	16.0	16.0	0.0	2.44	0.81
11	All staff have basic skills in ICT	2.0	40.5	29.5	21.5	6.5	2.90	0.98
12	Staff like converting inferences to facts when discussing management issues	2.0	45.0	30.0	17.0	6.0	2.80	0.95

Table 4.6 reveals majority of the respondents disagreed to staff being familiar with the use of electronic equipment to store and retrieve information (64.0%), their communication channels being clear and open to all staff (56.0%), all staff in operation sections being given full information about flight real-time schedules (55.5%), all operational departments being given information on the availability of gates (53.5%), staff like converting inferences to facts when discussing management issues (45.0%), all staff having basic skills in ICT (40.5%), delays being communicated promptly to all departments well before the time they were scheduled for departure (39.5%), there being constant communication between customer service and the ramp (38.5%), tasks being communicated well in advance (34.5%), staff spending a lot of working time waiting for job related communication from their immediate bosses (27.0%), their leaders being good communicators of the company goals and daily objectives (27.0%) and staff having limited access to airlines operating manuals (22.5%) as an effective communication indicator (frequency) that airlines need to accomplish to ensure on-time delivery of services.

The table further shows that a large proportion were uncertain to there being constant communication between customer service and the ramp (40.5%), their leaders being good communicators of the company goals and daily objectives (38.5%), all operational departments being given information on the availability of gates (37.5%), tasks being communicated well in advance (37.5%) and staff like converting inferences to facts when discussing management issues (30.0%) as an effective communication indicator (frequency) that airlines need to accomplish to ensure on-time delivery of services.

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However, a large percentage of the respondents agreed to staff having limited access to airlines operating manuals (51.0%), staff spending a lot of working time waiting for job related communication from their immediate bosses (48.0%), delays being communicated promptly to all departments well before the time they were scheduled for departure (35.0%) and all staff having basic skills in ICT (21.5%) as an effective communication indicator (frequency) that airlines need to accomplish to ensure on-time delivery of services.

Table 4.7: Timeliness of Communication

	Strongly Disagree (%)	Disagree (%)	Undecided (%)	Agree (%)	Strongly Agree (%)	Mean N=200	Std Deviation
1 Delays are communicated promptly to all departments well before the time they were scheduled for departure	2.5	28.5	29.5	35.0	4.5	3.11	0.95
2 We hear about our promotions for the first time during the cross functional meetings	11.0	26.5	30.0	32.5	0.0	2.84	1.00
3 Information about reprimanding letters get to the public long before they reach the intended staff	14.5	51.0	14.5	15.0	5.0	2.45	1.07
4 I am happy about the communication network at Kenya airways	7.0	32.0	19.5	39.5	2.0	2.98	1.04
5 A day passes without knowing what is happening	5.0	32.0	27.5	35.5	0.0	2.94	0.94
6 I receive all the important information well before I am expected to take action	7.5	28.5	35.5	28.5	0.0	2.85	0.92
7 We get timely feedback in everything that we do	4.5	22.5	15.5	38.5	19.0	3.45	1.16

Table 4.7 reveals majority of the respondents disagreed to information about reprimanding letters getting to the public long before they reach the intended staff

(51.0%), being happy about the communication network at Kenya airways (32.0%), a day passing without knowing what is happening (32.0%), receiving all the important information well before they are expected to take action (28.5%), Delays being communicated promptly to all departments well before the time they were scheduled for departure (28.5%), hearing about their promotions for the first time during the cross functional meetings (26.5%), and getting timely feedback in everything that we do (22.5%) as an effective communication indicator (timeliness) that airlines need to accomplish to ensure on-time delivery of services.

A proportion of the respondents strongly disagreed to information about reprimanding letters getting to the public long before they reach the intended staff (14.5%) as an effective communication indicator (timeliness) that airlines need to accomplish to ensure on-time delivery of services. The table further shows that a large proportion were uncertain to receiving all the important information well before they are expected to take action (35.5%), hearing about our promotions for the first time during the cross functional meetings (30.0%), Delays being communicated promptly to all departments well before the time they were scheduled for departure (29.5%) and a day passing without knowing what is happening (27.5%) as an effective communication indicator (timeliness) that airlines need to accomplish to ensure on-time delivery of services.

However, a large fraction of the respondents agreed to being happy about the communication network at Kenya airways (39.5%), getting timely feedback in everything that we do (38.5%), A day passes without knowing what is happening (35.5%), delays

being communicated promptly to all departments well before the time they were scheduled for departure (35.0%) and hearing about our promotions for the first time during the cross functional meetings (32.5%) as an effective communication indicator (timeliness) that airlines need to accomplish to ensure on-time delivery of services.

Table 4.8: Direction of Communication

		Strongly Disagree (%)	Disagree (%)	Undecided (%)	Agree (%)	Strongly Agree (%)	Mean N=200	Std Deviation
1	Our leaders tell us everything about the company	2.0	24.5	26.5	38.0	9.0	3.28	1.00
2	Our opinions also count in this company	0.0	23.5	29.0	29.0	18.5	3.43	1.04
3	Departments share information and work as a team to ensure on time delivery of services	7.5	32.5	21.0	28.5	10.5	3.02	1.16

Table 4.8 shows that majority of the respondents agreed to their leaders telling them everything about the company (38.0%), their opinions also counting in this company (29.0%) and department sharing information and working as a team to ensure on time delivery of services (28.5%) as effective communication indicators (direction) that airlines need to accomplish to ensure on-time delivery of services. A proportion of the respondents strongly agreed to their opinions also counting in this company (18.5%) as an effective communication indicator (direction) that airlines need to accomplish to ensure on-time delivery of services. The table further shows that a large proportion were uncertain to their opinions also counting in this company (29.0%), their leaders telling them everything about the company (26.5%) and department sharing information and working as a team to ensure on time delivery of services (21.0%) as an effective

communication indicator (direction) that airlines need to accomplish to ensure on-time delivery of services.

However, a large fraction of the respondents disagreed to department sharing information and working as a team to ensure on time delivery of services (32.5%), their leaders telling them everything about the company (24.5%) and their opinions also counting in this company (23.5%) as an effective communication indicator (direction) that airlines need to accomplish to ensure on-time delivery of services.

4.6: Conflict Resolution Strategies and On-Time Service Delivery in the Airline Industry

The study sought to find out the level of agreement on Conflict Resolution Strategies that influence on-time delivery of services. The findings are revealed in Table 4.9-4.12:

Table 4.9: Dialogue Strategy

	Strongly Disagree (%)	Disagree (%)	Undecided (%)	Agree (%)	Strongly Agree (%)	Mean N=200	Std Deviation
• When conflicts arise they are solved amicably	2.5	14.5	33.0	45.0	5.0	3.36	0.88
• Both sides are given fair hearing before judgment is done	2.5	16.5	37.0	39.0	5.0	3.28	0.89
• Talking over the issue is top choice of Kenya airways	4.5	36.0	32.5	22.0	5.0	2.87	0.97
• Conflicts escalate to no talking state	0.0	52.0	28.0	14.5	5.5	2.74	0.90

Table 4.9 shows that majority of the respondents disagreed to conflicts escalating to no talking state (52.0%) and talking over the issue being top choice of Kenya Airways

(36.0%) as Conflict Resolution Strategies (dialogue) that influence on-time delivery of services. The table further shows that a large proportion were uncertain to both sides being given fair hearing before judgment is done (37.0%), solving conflicts amicable when they arise (33.0%), talking over the issue being top choice of Kenya Airways (32.5%) and conflicts escalating to no talking state (28.0%) as Conflict Resolution Strategies (dialogue) that influence on-time delivery of services.

However, a large fraction of the respondents agreed to solving conflicts amicable when they arise (45.0%), both sides being given fair hearing before judgment is done (39.0%) and talking over the issue being top choice of Kenya Airways (22.0%) as Conflict Resolution Strategies (dialogue) that influence on-time delivery of services.

Table 4.10: Team Building Strategy

	Strongly Disagree (%)	Disagree (%)	Undecided (%)	Agree (%)	Strongly Agree (%)	Mean N=200	Std Deviation
• Bonding meetings over 4 o'clock tea is common	9.5	36.5	12.0	35.0	7.0	2.94	1.17
• All employees care about one another	5.5	36.5	20.0	35.5	2.5	2.93	1.02
• We have family fun day for all departments	7.5	44.5	21.0	20.5	6.5	2.74	1.07
• Kenya airways has an open door policy were every employee has a right to call any manager any time.	7.5	31.0	30.0	27.0	4.5	2.90	1.03
• Our unity is our key strategy in solving all conflicts	11.5	28.5	34.0	23.5	2.5	2.77	1.02

Table 4.10 reveals that majority of the respondents disagreed to having family fun day for all departments (44.5%), bonding meetings over 4 o'clock tea being common (36.5%), all employees caring about one another (36.5%), Kenya airways has an open door policy

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were every employee has a right to call any manager any time (31.0%) and their unity being their key strategy in solving all conflicts (28.5%) as Conflict Resolution Strategies (team building) that influence on-time delivery of services. The table further shows that a large proportion were uncertain to their unity being their key strategy in solving all conflicts (34.0%) and Kenya Airways having an open door policy were every employee has a right to call any manager any time (30.0%) as Conflict Resolution Strategies (team building) that influence on-time delivery of services.

However, a large fraction of the respondents agreed to all employees caring about one another (35.5%), bonding meetings over 4 o'clock tea being common (35.0%) and Kenya Airways having an open door policy were every employee has a right to call any manager any time (27.0%) as Conflict Resolution Strategies (team building) that influence on-time delivery of services.

Table 4.11: Mediation Strategy

		Strongly Disagree (%)	Disagree (%)	Undecided (%)	Agree (%)	Strongly Agree (%)	Mean N=200	Std Deviation
1	Kenya airways managers are very keen on understanding all sides of the story	4.5	7.5	30.5	40.5	17.0	3.58	1.12
2	Managers get the warring parties sit together and take time to listen to the 'big story'	4.5	17.0	22.0	37.0	19.5	3.50	1.12
3	Documented summary is read by the panel(managers) and each party asked to endorse the document	4.0	24.5	30.0	29.0	12.5	3.22	1.07
4	Most conflicts at the airline industry are caused by just a little misunderstanding of the other's perspective	17.5	63.0	7.5	6.5	5.5	2.19	0.99
5	Our managers do nothing about conflict so we sort it out in our own way	2.5	29.5	33.5	31.5	3.0	3.03	0.91

Table 4.11 shows that majority of the respondents disagreed to most conflicts at the airline industry being caused by just a little misunderstanding of the other's perspective (63.0%), their managers doing nothing about conflict so they sort it out in their own way (29.5%) and documented summary being read by the panel (managers) and each party asked to endorse the document (24.5%) as Conflict Resolution Strategies (mediation) that influence on-time delivery of services. A proportion of the respondents strongly disagreed to most conflicts at the airline industry being caused by just a little misunderstanding of the other's perspective (17.5%) as Conflict Resolution Strategies (mediation) that influence on-time delivery of services. The table further shows that a large proportion were uncertain to their managers doing nothing about conflict so they sort it out in their own way (33.5%), Kenya Airways managers being very keen on understanding all sides of the story (30.5%) and documented summary being read by the panel (managers) and each party asked to endorse the document (30.0%) as Conflict Resolution Strategies (mediation) that influence on-time delivery of services.

Table 4.12: Stress Management Strategy

	Strongly Disagree (%)	Disagree (%)	Undecided (%)	Agree (%)	Strongly Agree (%)
1 The work done by airline employees can cause burn out and stress	40.5	52.5	7.0	0.0	0.0
2 Kenya airways staff are trained on stress management strategies	11.5	50.0	11.5	17.5	9.5
3 Supervisors in all the departments counsel employees on mechanisms for coping with stress	2.5	4.5	29.5	44.0	19.5
4 Our leaders encourage freedom of expression as a way of reducing stress at work place	2.5	19.5	31.0	22.5	24.5
5 Time is set out every day for outdoor and indoor games for all employees	0.0	4.5	7.0	30.0	58.5
6 We care for each other's concerns	2.5	41.0	19.5	30.0	7.0
7 A problem for one belongs to the whole company	0.0	19.5	20.0	34.5	26.0

Table 4.12 shows that majority of the respondents strongly agreed to time being set out every day for outdoor and indoor games for all employees (58.5%), a problem for one belonging to the whole company (26.0%) and their leaders encouraging freedom of expression as a way of reducing stress at work place (24.5%) as Conflict Resolution Strategies (stress management) that influence on-time delivery of services. A proportion of the respondents agreed to supervisors in all the departments counseling employees on mechanisms for coping with stress (44.0%) and a problem for one belonging to the whole company (34.5%) as Conflict Resolution Strategies (stress management) that influence on-time delivery of services. The table further shows that a large proportion were uncertain to their leaders encourage freedom of expression as a way of reducing stress at work place (31.5%) and supervisors in all the departments counseling employees

on mechanisms for coping with stress (29.5%) as Conflict Resolution Strategies (stress management) that influence on-time delivery of services.

However, a large fraction of the respondents disagreed to the work done by airline employees can cause burn out and stress (52.5%), Kenya Airways staff being trained on stress management strategies (50.0%), They care for each other's concerns (41.0%), their leaders encourage freedom of expression as a way of reducing stress at work place (19.5%) and a problem for one belonging to the whole company (19.5%) as Conflict Resolution Strategies (stress management) that influence on-time delivery of services. A proportion of the respondents strongly disagreed to the work done by airline employees can cause burn out and stress (40.5%) as Conflict Resolution Strategies (stress management) that influence on-time delivery of services.

4.7 Coordination and On-Time Service Delivery in Airline Industry in Kenya

The study sought to find out the extent of agreement with indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya Airways. The findings are revealed in Table 4.13:

Table 4.13: Extent of agreement with the indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya airways

		Very Great Extent	Great Extent	Minimal Extent	Very Minimal Extent	No Extent at all
		(%)	(%)	(%)	(%)	(%)
1	The goal of on-time performance is shared by all employees	11.5	54.0	29.0	5.5	0.0

2	Every employee cares about the company profitability	12.5	56.0	29.0	2.5	0.0
3	We all get worried when financial statements indicate losses	34.5	54.0	9.0	2.5	0.0
4	I am okay as long as my pay slip reaches me on time	9.0	22.0	26.5	29.5	13.0
5	I belief it is my failure when there is a delay	2.5	31.0	32.5	31.5	2.5
6	We depend on the other departments to accomplish our hourly goals	15.5	42.5	23.0	14.0	5.0
7	Job rotation is not encouraged so i belief the other group is doing the light part	9.5	33.5	22.5	18.5	16.0
8	I stick to my assigned portion and so is everybody else	10.5	35.0	29.5	19.5	5.5
9	There is no forum for sharing knowledge area so I belief my department is the most important without which this company will definitely collapse	14.0	29.5	21.0	20.0	15.5
10	Each department is an integral part of the whole	34.5	42.0	11.5	12.0	0.0
11	Some employees think they are better than the rest in terms of performance	14.5	48.0	17.0	15.0	5.5
12	The highly specialized employees look at the less specialized as if they do not understand anything	10.5	31.5	27.0	29.0	2.0
13	Discrimination against female employees is common in my department	2.5	4.0	14.5	29.5	49.5
14	Young employees are seen as non-performers and nobody respects them	6.0	12.0	32.0	30.5	19.5
15	Quality service is our number one priority	44.0	36.0	15.0	5.0	0.0
16	We work towards turnaround time reduction for maximization of profits	23.5	56.0	18.0	2.5	0.0
17	Whether aircrafts fly or not, my salary is all I care	0.0	4.5	7.0	31.5	57.0
18	The reliability of our aircrafts is very high	13.0	56.0	26.0	5.0	0.0

Table 4.13 reveals majority of the respondents agreed to a great extent that every employee cares about the company profitability (56.0%), they work towards turnaround time reduction for maximization of profits (56.0%), the reliability of their aircrafts is very high (56.0%), they all get worried when financial statements indicate losses (54.0%), the goal of on-time performance is shared by all employees (54.0%), some employees think

they are better than the rest in terms of performance (48.0%), they depend on the other departments to accomplish their hourly goals (42.5%), and each department is an integral part of the rest (42.0%) as indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya Airways. A proportion of the respondents agreed to a very great extent that quality service is their number one priority (44.0%), they all get worried when financial statements indicate losses (34.5%), each department is an integral part of the rest (34.5%) and they work towards turnaround time reduction for maximization of profits (23.5%) as indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya Airways.

The table further shows that a large proportion agreed to minimal extent that they believe it is their failure when there is a delay (35.5%), young employees are seen as non-performers and nobody respects them (32.0%), they stick to my assigned potion and so is everybody else (29.5%), the goal of on-time performance is shared by all employees (29.0%), every employee cares about the company profitability (29.0%) and the highly specialized employees look at the less specialized as if they do not understand anything (26.0%) as indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya Airways. However, a large fraction of the respondents indicated no extent at all that they care for their salary whether aircrafts fly or not (57.0%), and discrimination against female employees is common in their department (49.5%) as indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya Airways.

4.8 Suggestions/recommendations to enhance the on-time delivery of services at Kenya Airways

The study sought to find out suggestions/recommendations on enhancing the on-time delivery of services at Kenya Airways. The responses given include: outstations to prepare for dispatch way before aircraft arrivals; aircraft spare parts to be readily available; break silos and create teamwork; ownership of jobs; improve on planning; invest in mobile workshops at line maintenance; plan for defects rectification before aircraft landing; cooperation by all stakeholders; management and non-management integration; problem solving mechanisms; directors should be given a rotation on all departments; time management; adequate and proper utilization of maintenance slots; setting realistic targets; increase the reliability of the equipment; constant communication on factors affecting operations; and improve internal and external communication.

The study further recommends that there should be prior checks on aircrafts; individual commitment to duty; add ground handling equipments like steps, GPU etc; improve on manpower coordination; deal with uncertainty; deal with the retrenchment cases at Kenya Airways; provide better employee-employer relationship; job rotation so that each employee understands the importance of other sections; increase level of employee satisfaction with Kenya Airways in terms of job security; tool availability and training on job performance; carry out employee appraisals to evaluate productivity of each person; boosting morale of the employees by avoiding intimidating circumstances; more evaluations to particular sections; licensed technical staff should be paid like the other

staff; new technicians to be placed in shifts; increase on manpower; ensure the cabins are well maintained; formulate processes and procedures and implement them keenly; acceptability of the failures in affecting dispatch; and specialization of engineers on fleets and systems.

4.8 Correlation Analysis

Before running a regression, the researcher compared the correlation matrix whose results are shown below. The thought was to check whether there was a problem of Multi-Collinearity within the variables. It also indicated the association between variables.

Table 4.14: Relationship between coordination and on-time service delivery

Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	1																	
2	0.42**	1																
3	0.33**	0.45**	1															
4	-0.07	0.17*	0.04	1														
5	0.12	-0.09	0	0.11	1													
6	0	0.2**	0.13	0.21**	0.12	1												
7	-0.11	-0.11	-0.33**	0.47**	0.08	0.2**	1											
8	-0.2**	-0.21**	0.16*	0.17*	-0.04	0	0.17*	1										
9	-0.05	-0.09	0.03	0.1	-0.14	-0.27**	0.32**	0.53**	1									
10	0.04	0.19**	0.26**	-0.07	-0.05	0.29**	0.06	-0.17*	-0.29**	1								
11	0.03	-0.33**	-0.24**	0.06	0	-0.17*	0.23**	0.29**	0.48**	-0.17*	1							
12	0.07	0.1	-0.33**	-0.07	0.15*	0.27**	0.34**	-0.19**	-0.04	0.13	0.26**	1						
13	-0.2**	-0.12	-0.39**	0.1	-0.21**	-0.34**	0.13	0.03	0.36**	-0.42**	0.3**	0.11	1					
14	-0.19**	0.21**	0	-0.11	-0.05	-0.09	-0.17*	-0.06	-0.11	-0.21**	-0.22**	0.26**	0.26**	1				
15	0.17*	0.39**	0.45**	0.2**	0.09	0.2**	-0.26**	-0.21**	-0.16*	0.3**	-0.25**	-0.18*	-0.37**	-0.09	1			
16	0.09	0.32**	0.26**	0.01	0.02	0.42**	-0.18*	-0.03	-0.19**	0.22**	-0.39**	0	-0.3**	0.14*	0.54**	1		
17	-0.08	-0.21**	-0.55**	0.28**	0.05	-0.12	0.24**	0.02	0.18**	-0.24**	0.25**	0.22**	0.31**	0.05	-0.26**	-0.13	1	
18	-0.08	-0.08	0.13	-0.04	0	-0.03	-0.2**	-0.05	-0.21**	-0.13	-0.43**	-0.37**	-0.25**	-0.1	0.19**	0.23**	-0.13	1

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

Where:

1 - The goal of on-time performance is shared by all employees
2 - Every employee cares about the company profitability
3 - We all get worried when financial statements indicate losses
4 - I am okay as long as my pay slip reaches me on time
5 - I belief it is my failure when there is a delay
6 - We depend on the other departments to accomplish our hourly goals
7 - Job rotation is not encouraged so i belief the other group is doing the light part
8 - I stick to my assigned portion and so is everybody else
9 - There is no forum for sharing knowledge area so I belief my department is the most important without which this company will definitely collapse
10 - Each department is an integral part of the rest
11 - Some employees think they are better than the rest in terms of performance
12 - The highly specialized employees look at the less specialized as if they do not understand anything
13 - Discrimination against female employees is common in my department
14 - Young employees are seen as non-performers and nobody respects them
15 - Quality service is our number one priority
16 - We work towards turnaround time reduction for maximization of profits
17 - Whether aircrafts fly or not, my salary is all I care
18 - The reliability of our aircrafts is very high

The Pearson's correlation co-efficient of on-time service delivery and every employee cares about the company profitability is 0.42, we all get worried when financial statements indicate losses (0.33), I believe it is my failure when there is a delay (0.12), each department is an integral part of the rest (0.04), some employees think they are better than the rest in terms of performance (0.03), the highly specialized employees look at the less specialized as if they do not understand anything (0.07), quality service is our number one priority (0.17), we work towards turnaround time reduction for maximization of profits (0.09). These coefficients imply that there exists a positive association of every employee cares about the company profitability (42.0%), we all get worried when financial statements indicate losses (33.0%), I believe it is my failure when there is a

delay (12.0%), each department is an integral part of the rest (4.0%), some employees think they are better than the rest in terms of performance (3.0%), the highly specialized employees look at the less specialized as if they do not understand anything (7.0%), quality service is our number one priority (17.0%), we work towards turnaround time reduction for maximization of profits (9.0%) to on-time service delivery. This positive association suggests that when one increases, on-time service delivery increases.

The Pearson's correlation co-efficient of coordination and I am okay as long as my pay slip reaches me on time (0.07), job rotation is not encouraged so I belief the other group is doing the light part (-0.11), I stick to my assigned potion and so is everybody else (-0.2), there is no forum for sharing knowledge area so I belief my department is the most important without which this company will definitely collapse (-0.05), discrimination against female employees is common in my department (-0.2), young employees are seen as non-performers and nobody respects them (-0.19), whether aircrafts fly or not, my salary is all i care (-0.08), the reliability of our aircrafts is very high (-0.08). This gives an implication that there exists a negative association between I am okay as long as my pay slip reaches me on time (7.0%), job rotation is not encouraged so I belief the other group is doing the light part (11.0%), I stick to my assigned potion and so is everybody else (2.0%), there is no forum for sharing knowledge area so i belief my department is the most important without which this company will definitely collapse (5.0%), discrimination against female employees is common in my department (2.0%), young employees are seen as non-performers and nobody respects them (19.0%), whether aircrafts fly or not, my salary is all i care (8.0%), the reliability of our aircrafts is very

high (8.0%) and on-time service delivery. This negative association suggests that when one increases, on-time service delivery decreases and vice versa.

4.9: Factor Analysis

Data collected was subjected to factor analysis. Factor analysis is performed by examining the pattern of correlations between observed measures. Measures that are highly correlated (either positively or negatively) are likely to be influenced by the same factors while those that are uncorrelated are likely to be influenced by different factors. The process and results of the factor analysis are discussed below:

4.9.1 Correlation Matrix

The respondents indicated the extent to which each of the 18 factors was a Coordination and On-time service Delivery factor in Airline Industry in Kenya. Since there might have been some group of factors that were similar to each other, factor analysis was used to identify and group such factors together in a correlation matrix. The correlation matrix gives correlations between all pairs of data sets. In correlation matrix of variables, the existence of clusters of large correlation coefficient between subsets of the variables suggests that the variables could be measuring aspects of the same underlying dimension or factors. Table 4.15 shows the correlation matrix of coordination indicators influencing on-time service delivery.

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Table 4.15: Correlation Matrix

Correlation Matrix[a]

		F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16	F17	F18
Correlation	F1	1.000																	
	F2	.423	1.000																
	F3	.325	.445	1.0															
	F4	-.069	.170	.039	1.000														
	F5	.117	-.090	.002	.112	1.00													
	F6	-.005	.200	.131	.209	.116	1.00												
	F7	-.109	-.113	-.326	.470	.080	.196	1.00											
	F8	-.202	-.207	.158	.165	-.035	-.006	.171	1.00										
	F9	-.054	-.092	.029	.102	-.136	-.270	.320	.529	1.00									
	F10	.045	.185	.260	-.067	-.045	.295	.058	-.173	-.287	1.00								
	F11	.026	-.331	-.243	.062	-.002	-.171	.235	.293	.481	-.167	1.00							
	F12	.066	.102	-.331	-.066	.150	.266	.344	-.192	-.043	.127	.260	1.00						
	F13	-.199	-.120	-.387	.103	-.206	-.343	.133	.028	.360	-.423	.297	.110	1.00					
	F14	-.195	.213	-.009	-.112	-.052	-.092	-.174	-.063	-.108	-.208	-.223	.264	.259	1.00				
	F15	.170	.388	.453	.196	.090	.201	-.259	-.211	-.162	.299	-.247	-.181	-.369	-.086	1.00			
	F16	.088	.318	.256	.013	.015	.421	-.180	-.035	-.189	.216	-.390	-.001	-.300	.141	.544	1.00		
	F17	-.079	-.214	-.549	.277	.052	-.124	.243	.023	.184	-.242	.245	.216	.305	.048	-.260	-.126	1.00	
	F18	-.084	-.079	.130	-.036	-.002	-.033	-.204	-.047	-.211	-.130	-.426	-.370	-.247	-.098	.194	.230	-.126	1.00

a. Determinant = .000

b. This matrix is not positive definite.

Where;

F1	-	The goal of on-time performance is shared by all employees
F2	-	Every employee cares about the company profitability
F3	-	We all get worried when financial statements indicate losses
F4	-	I am okay as long as my pay slip reaches me on time
F5	-	I belief it is my failure when there is a delay
F6	-	We depend on the other departments to accomplish our hourly goals
F7	-	Job rotation is not encouraged so i belief the other group is doing the light part
F8	-	I stick to my assigned potion and so is everybody else
F9	-	There is no forum for sharing knowledge area so I belief my department is the most important without which this company will definitely collapse
F10	-	Each department is an integral part of the rest

F11	-	Some employees think they are better than the rest in terms of performance
F12	-	The highly specialized employees look at the less specialized as if they do not understand anything
F13	-	Discrimination against female employees is common in my department
F14	-	Young employees are seen as non-performers and nobody respects them
F15	-	Quality service is our number one priority
F16	-	We work towards turnaround time reduction for maximization of profits
F17	-	Whether aircrafts fly or not, my salary is all I care
F18	-	The reliability of our aircrafts is very high

4.9.2 Communalities

Communality is the proportion of variance that each item has in common with other items. The proportion of variance that is unique to each item is then the respective item's total variance less the communality. Table 4.16 shows the communalities. The extraction method was the principle component analysis.

Table 4.16: Factor analysis (Communalities)

Communalities

	Initial	Extraction
• The goal of on-time performance is shared by all employees	1.000	.772
• Every employee cares about the company profitability	1.000	.811
• We all get worried when financial statements indicate losses	1.000	.819
• I am okay as long as my pay slip reaches me on time	1.000	.811
• I belief it is my failure when there is a delay	1.000	.815
• We depend on the other departments to accomplish our hourly goals	1.000	.694
• Job rotation is not encouraged so I belief the other group is doing the light part	1.000	.714
• I stick to my assigned potion and so is everybody else	1.000	.835
• There is no forum for sharing knowledge area so I belief my department is the most important without which this company will definitely collapse	1.000	.759
• Each department is an integral part of the rest	1.000	.740
• Some employees think they are better than the rest in terms of performance	1.000	.694
• The highly specialized employees look at the less specialized as if they do not understand anything	1.000	.811
• Discrimination against female employees is common in my department	1.000	.719
• Young employees are seen as non-performers and nobody respects them	1.000	.849
• Quality service is our number one priority	1.000	.609
• We work towards turnaround time reduction for maximization of profits	1.000	.615
• Whether aircrafts fly or not, my salary is all I care	1.000	.606
• The reliability of our aircrafts is very high	1.000	.670

Extraction Method: Principal Component Analysis.

4.9.3 Factor Extraction

Table 4.17 presents the total variance of all the factors. Principle component analysis was used to extract factors which totaled to 18. Eigen values indicate the relative importance of each factor accounting for a particular set and hence those with a small Eigen values were left out. According to Table 4.17, only 7 factors were significant for the analysis.

Table 4.17: Total Variance

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.904	21.688	21.688	3.904	21.688	21.688	2.404	13.357	13.357
2	2.123	11.792	33.480	2.123	11.792	33.480	2.326	12.922	26.279
3	1.926	10.701	44.180	1.926	10.701	44.180	2.161	12.007	38.286
4	1.607	8.930	53.110	1.607	8.930	53.110	1.873	10.406	48.693
5	1.499	8.328	61.438	1.499	8.328	61.438	1.861	10.341	59.034
6	1.240	6.889	68.327	1.240	6.889	68.327	1.535	8.530	67.563
7	1.044	5.801	74.128	1.044	5.801	74.128	1.182	6.565	74.128
8	.861	4.783	78.911						
9	.773	4.294	83.206						
10	.599	3.330	86.536						
11	.596	3.312	89.848						
12	.451	2.504	92.352						
13	.343	1.904	94.255						
14	.331	1.841	96.096						
15	.274	1.523	97.619						
16	.178	.988	98.607						
17	.159	.881	99.489						
18	.092	.511	100.000						

Extraction Method: Principal Component Analysis.

4.9.4 Scree Plot

This is a plot of the factor Eigen values against the component numbers. According to scree plot in Figure 6 below, we only consider 7 factors because the curve tends to flatten from the fifth components onwards, due to relatively low factor Eigen values.
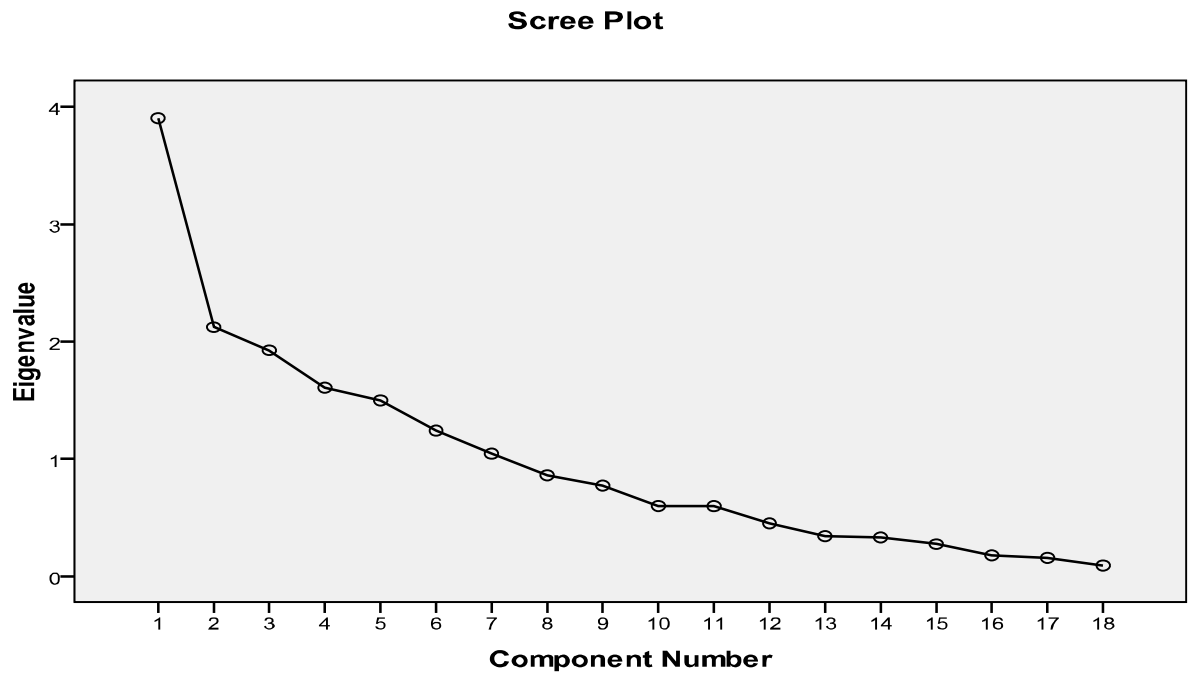
Scree Plot

Figure 4.3: Scree Plot

4.9.5 Component Matrix

Component matrix contains the relative Eigen values in respect of each factor. Each factor belongs to one of the sets of factors extracted and is determined by the Eigen values of the factors relative to each set. Table 4.18 shows which set of factor falls into.

Table 4.18: Factor analysis (Component Matrix)

Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
• Quality service is our number one priority	.690						
• Discrimination against female employees is common in my department	-.654						
• We all get worried when financial statements indicate losses	.648		.491				
• Some employees think they are better than the rest in terms of performance	-.642						
• We work towards turnaround time reduction for maximization of profits	.614			.401			
• Whether aircrafts fly or not, my salary is all I care	-.549						
• Each department is an integral part of the rest	.468						
• The highly specialized employees look at the less specialized as if they do not understand anything		.664	-.449				
• Job rotation is not encouraged so i belief the other group is doing the light part	-.437	.622					
• We depend on the other departments to accomplish our hourly goals		.616					
• I stick to my assigned potion and so is everybody else			.669				
• There is no forum for sharing knowledge area so I belief my department is the most important without which this company will definitely collapse	-.530		.593				
• Young employees are seen as non-performers and nobody respects them			-.515		.510		
• Every employee cares about the company profitability	.530			.598			
• The reliability of our aircrafts is very high		-.447		-.487			
• I am okay as long as my pay slip reaches me on time		.451	.404		.516		
• The goal of on-time performance is shared by all employees					.467	.537	
• I belief it is my failure when there is a delay						.429	.680

Extraction Method: Principal Component Analysis.

a. 7 components extracted.

Table 4.18 presents factor analysis of coordination and on-time service delivery in Airline Industry in Kenya. Using the extraction method: principal component analysis with 7 components extracted. Each number represents the correlation between the item and the unrotated factor (e.g. the correlation between 'Quality service is our number one priority' and factor 1 is 0.690). These correlations help formulate an interpretation of the factors or components. This is done by looking for a common thread among the variables that have large loadings for a particular factor or component. Table 4.18 shows that majority of the coordination indicators influencing on-time service delivery had high loadings. From Table 4.18, we can see that all variables that measure coordination and on-time service delivery in Airline Industry in Kenya in one way or another are highly correlated with this factor.

In Table 4.19, the purpose of rotating the factors is to get the variables to load either very high or very low on each factor. Before rotation, most of the variables load very highly on the first factor. However, after rotation, the variables that load onto one factor have reduced and are spread considerable between all the factors. For example, e.g. the correlation between 'Quality service is our number one priority' in the unrotated component and factor 1 is 0.690 but after rotations, the correlation between 'Quality service is our number one priority' and factor 2 is 0.586. The table further shows that the variables with the highest loadings fall under factor one as the coordination indicators that influence on-time service delivery. These are we depend on the other departments to accomplish our hourly goals (0.785), each department is an integral part of the rest

(0.663), discrimination against female employees is common in my department (0.601) and we work towards turnaround time reduction for maximization of profits (0.542).

Table 4.19: Factor analysis (Rotated Component Matrix)

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
• We depend on the other departments to accomplish our hourly goals	.785						
• Each department is an integral part of the rest	.663						
• Discrimination against female employees is common in my department	.601						
• We work towards turnaround time reduction for maximization of profits	.542						
• Every employee cares about the company profitability		.803					
• The goal of on-time performance is shared by all employees		.711					
• We all get worried when financial statements indicate losses		.676					
• Quality service is our number one priority		.586					
• The reliability of our aircrafts is very high			.797				
• The highly specialized employees look at the less specialized as if they do not understand anything			.760				
• Some employees think they are better than the rest in terms of performance			.551				
• I stick to my assigned potion and so is everybody else				.897			
• There is no forum for sharing knowledge area so I belief my department is the most important without which this company will definitely collapse				.733			
• I am okay as long as my pay slip reaches me on time					.845		
• Job rotation is not encouraged so I belief the other group is doing the light part					.653		
• Whether aircrafts fly or not, my salary is all I care					.595		
• Young employees are seen as non-performers and nobody respects them						.901	
• I belief it is my failure when there is a delay							.894

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 11 iterations.

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4.10 Cross Tabulation and Chi-Square

4.10.1 Cross tabulation between gender and department

Table 4.20: Department and Gender Cross tabulation

DEARTMENT * GENDER Cross tabulation

Count

		GEN		
		FEMALE	MALE	Total
Dept	Technical	27	70	97
	Flight	9	11	20
	Finance	3	6	9
	Commercial	2	5	7
	Info Systems	8	16	24
	Hr	9	5	14
	Ground	14	15	29
Total		72	128	200

Table 4.21: Department and Gender Chi-square

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.538[a]	6	.104
Likelihood Ratio	10.309	6	.112
Linear-by-Linear Association	5.772	1	.016
N of Valid Cases	200		

a. 3 cells (21.4%) have expected count less than 5. The minimum expected count is 2.52.

Table 4.21 presents the chi-square test. In writing: A relationship was found between Gender and type of department, $\chi^2(6) = 10.3$, $p < .05$. The findings reveal that there is a statistically significant association between Gender and type of department. That is, both Males and Females equally prefer all the departments. Table 4.20 shows there are 27

female and 70 male in the technical department, 9 female, 11 male in the flight department, 3 female and 6 male in the finance department, 2 female and 5 male in the commercial department, 8 female and 16 male in the information systems department, 9 female and 5 male in the human resource department and 14 female and 15 male in the grounds operations department. This shows that majority of the females are in the human resource department and majority of the males are in the technical, flight, ground operations, commercial and information systems departments. Thus the form of the relationship is essentially: Gender of respondent differs as a function of the department of the respondent.

4.12 Response Rate (Kenya Airways Customers)

Out of 100 questionnaires which had been administered to the interviewees, all 100 of them were returned for analysis. This translates to 100.0 percent return rate of the respondents. Overall, the response rate can be considered to have been very high as shown in Table 4.22;

Table 4.22: Response Rate

Response Rate	Frequency	Percent
Issued	100	100.0
Returned	100	100.0
Not returned	0	0.0

4.12 Background information of the respondents

The study sought to find out the distribution of the respondents by gender to know which gender is the majority customers in Kenya Airways. The findings are presented in the Table 4.23:

Table 4.23: Distribution of the respondents by gender of customers

AGE	Frequency	Percent
Female	49	49.0
Male	51	51.0
Total	**100**	**100.0**

From Table 4.23, it is evident that majority of the respondents who participated in the study were males represented by 51.0% and followed by females 49.0%.

Because of differences in the peoples' age groups, the study sought to find out age brackets of the respondents so as to know which bracket are the majority Kenya Airways customers. The results are shown in the Figure 7:
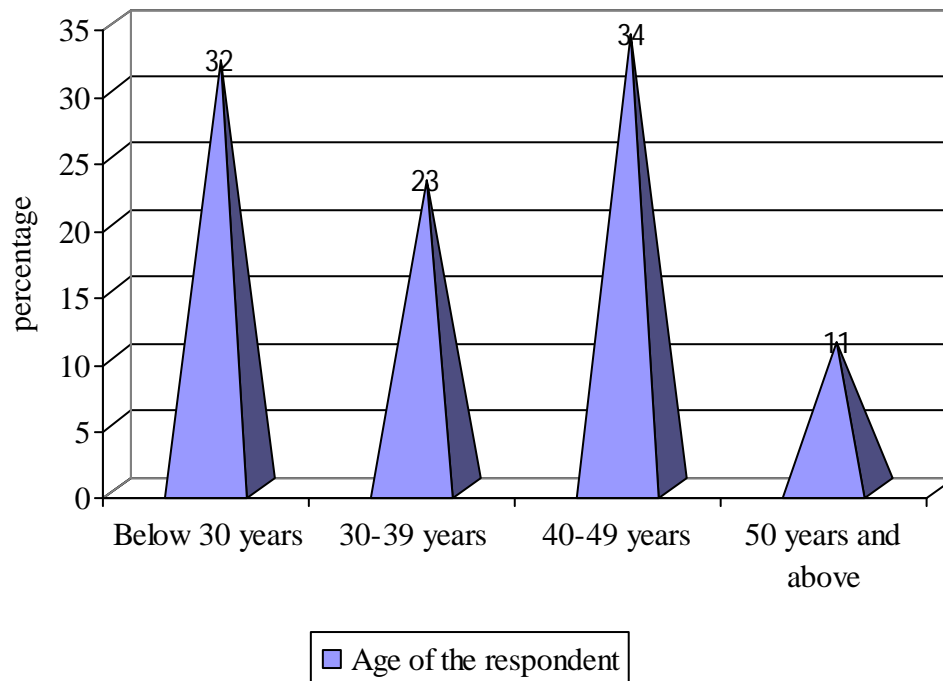
Figure 4.4: Distribution of the respondents by age of customer

From the Figure 4.4, majority of the respondents who participated in the study represented by 34.0% are aged between 30-39 years, below 30 years (23.0%), 40-49 years (34.0%) and 50 years and above (11.0%).

The study sought to find out the education level of the respondent. The results are shown in Figure 4.5;
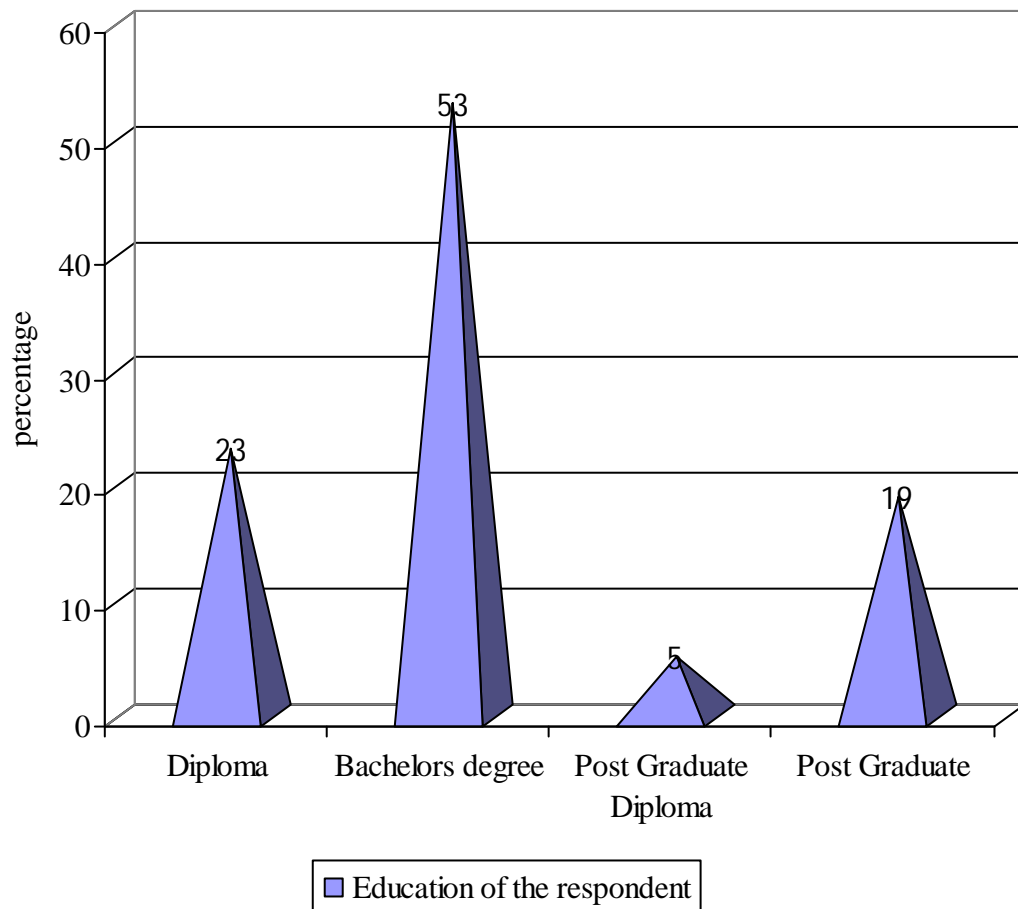
Figure 4.5: Distribution of the respondent by education level

Figure 8 shows that almost half of the respondents (53.0%) have attained undergraduate level of education, 23.0% have attained diploma level of education, 19.0% have attained post graduate level of education and the minority (5.0%) has attained post graduate diploma level of education.

The study sought to find out the type of employers of the respondent. The results are shown in Table 4.24;

Table 4.24: Type of employers

	Frequency	Percent
Private	31	31.0
State	24	24.0
Self employed	25	25.0
Retired	7	7.0
Student	13	13.0
Total	**100**	**100.0**

Table 4.24 shows that majority of the respondents (31.0%) are employed by private firms, 25.0% are self employed, 24.0% are employed by state, 13.0% are students, and 7.0% are retied. All the respondents (100.0%) interviewed indicated that they are of Kenyan Nationality.

The study sought to find out if the respondent has traveled by Kenya Airways flights before. The findings are presented in the Table 4.25:

Table 4.25: Travelled by Kenya Airways flights before

	Frequency	Percent
Yes	87	87.0
No	13	13.0
Total	**100**	**100.0**

Table 4.25 reveals that majority of the respondents who participated in the study (87.0%) have travelled by Kenya Airways flights before while 13.0% have not. This could imply that Kenya Airways is an excellent airline that has a high rate of loyal customers.

The study further sought to find out how often the respondent travels with Kenya Airways. The results are shown in Table 4.26:

Table 4.26: Frequency of travelling with Kenya Airways

	Frequency	Percent
Very often	38	38.0
Quite often	29	29.0
Often	21	21.0
Rarely	12	12.0
Never	0	0.0
Total	**100**	**100.0**

Table 4.26 shows that majority of the respondents interviewed travel with Kenya Airways very often (38.0%). The table further reveals that 29.0% travel with Kenya Airways quite often, 21.0% travel often, 12.0% rarely.

The study sought to find out if the respondent has experienced flight delay when flying Kenya Airways. The findings are presented in the Table 4.27:

Table 4.27: Experienced flight delay when flying Kenya Airways

	Frequency	Percent
Yes	68	68.0
No	32	32.0
Total	**100**	**100.0**

Table 4.27 reveals that majority of the respondents who participated in the study (68.0%) have experienced flight delays when flying Kenya Airways while 32.0% have not.

The study further sought to find out how the respondent booked their flight. The results are shown in Table 4.28:

Table 4.28: Booking of flight

	Frequency	Percent
Visiting one of the approved agents	43	43.0
Through the hotel	3	3.0
Through the internet	11	11.0
Through the phone	5	5.0
At the airport	31	31.0
Through mobile banking	7	7.0
Total	**100**	**100.0**

Table 4.28 shows that almost half of the respondents booked their flights by visiting one of the approved agents (43.0%), at the airport (31.0%), through the internet (11.0%), through mobile banking (7.0%), through the phone (5.0%) and through the hotel (3.0%).

The study sought to find out if the respondent would recommend a friend or someone else to fly KQ. The results are shown in Figure 4.6;
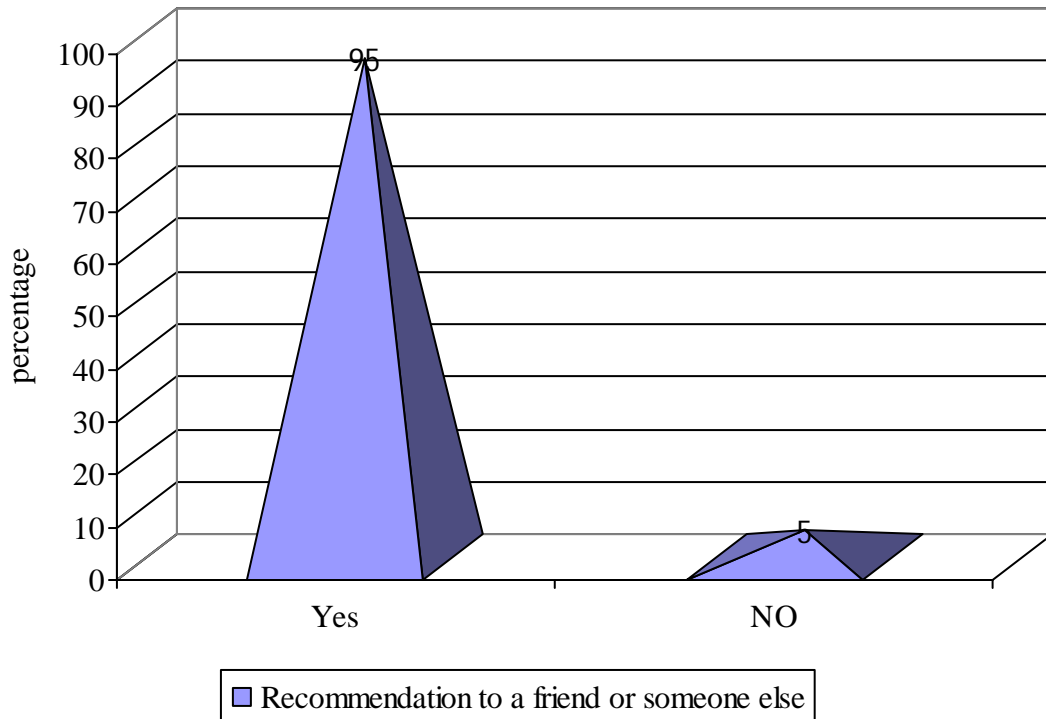
Figure 4.6: Recommendation to a friend or someone else

Figure 4.6 shows that almost all the respondents (95.0%) would recommend a friend or someone else to fly KQ while 5.0% would not. The findings imply Kenya Airways customers to be satisfied customers.

4.13 Customer Satisfaction

The study further sought to find out the level of satisfaction on services offered by airlines. The findings are tabulated below:

Table 4.29: Level of customer satisfaction in the airlines

STATEMENT	Very Satisfied (%)	Satisfied (%)	Indifferent (%)	Dissatisfied (%)	Very Dissatisfied (%)
• Airline With Modern Looking Equipment	80.0	20.0	0.0	0.0	0.0
• Physical Facilities Visually Appealing	97.0	3.0	0.0	0.0	0.0
• Airline Personnel Are Neat In Appearance	81.0	19.0	0.0	0.0	0.0
• Airline Always On Time	65.0	35.0	0.0	0.0	0.0
• Airline Showing Sincere Interest In Solving Problem	91.0	9.0	0.0	0.0	0.0
• Airline Staff Give Customer Personal Attention	73.0	27.0	0.0	0.0	0.0
• Personnel Telling Customer When Exactly Service Will Be Performed	41.0	43.0	0.0	26.0	0.0
• Personnel Giving Prompt Services To Customers	69.0	11.0	0.0	20.0	0.0
• Personnel Always Willing To Help Customers	56.0	11.0	0.0	33.0	0.0
• Personnel Never Too Busy To Respond To Customers Requests	51.0	9.0	0.0	40.0	0.0
• Personnel Consistently Courteous With Customers	79.0	5.0	0.0	16.0	0.0

Table 4.29 reveals that majority of the respondents are very satisfied with physical facilities visually appealing (97.0%), airline showing sincere interest in solving problem (91.0%), airline personnel are neat in appearance (81.0%), airline with modern looking equipment (80.0%), personnel consistently courteous with customers (79.0%), airline staff give customer personal attention (73.0%), personnel giving prompt services to customers (69.0%), airline always on time (65.0%), personnel always willing to help customers (56.0%) personnel never too busy to respond to customers requests (51.0%) and personnel telling customer when exactly service will be performed (41.0%) as statements regarding customer satisfaction on services offered by airlines. The Table further shows that 43.0% and 35.0% are satisfied with personnel telling customer when exactly service will be performed and airline always on time as statements regarding customer satisfaction on services offered by airlines. However, a fraction of the

respondents were dissatisfied with personnel never too busy to respond to customers requests (40.0%), personnel always willing to help customers (33.0%), personnel telling customer when exactly service will be performed (26.0%) and personnel giving prompt services to customers (20.0%) as statements regarding customer satisfaction on services offered by airlines.

Table 4.30 shows findings on the respondent's levels of importance to customer service given by airlines;

Table 4.30: Levels of importance to customer service given by airlines

STATEMENT	Very Important %	Important %	Indifferent %	Not Important %	Not Important At all %
• Airline With Modern Looking Equipment	100.0	0.0	0.0	0.0	0.0
• Physical Facilities Visually Appealing	100.0	0.0	0.0	0.0	0.0
• Airline Personnel Are Neat In Appearance	100.0	0.0	0.0	0.0	0.0
• Airline Always On Time	100.0	0.0	0.0	0.0	0.0
• Airline Showing Sincere Interest In Solving Problem	100.0	0.0	0.0	0.0	0.0
• Airline Staff Give Customer Personal Attention	100.0	0.0	0.0	0.0	0.0
• Personnel Telling Customer When Exactly Service Will Be Performed	100.0	0.0	0.0	0.0	0.0
• Personnel Giving Prompt Services To Customers	100.0	0.0	0.0	0.0	0.0
• Personnel Always Willing To Help Customers	100.0	0.0	0.0	0.0	0.0
• Personnel Never Too Busy To Respond To Customers Requests	100.0	0.0	0.0	0.0	0.0
• Personnel Consistently Courteous With Customers	100.0	0.0	0.0	0.0	0.0

Table 4.30 reveals that all the respondents (100.0%) indicated that airline with modern looking equipment, physical facilities visually appealing, airline personnel are neat in

appearance, airline always on time, airline showing sincere interest in solving problem, airline staff give customer personal attention, personnel telling customer when exactly service will be performed, personnel giving prompt services to customers, personnel always willing to help customers, personnel never too busy to respond to customers requests and personnel consistently courteous with customers are very important for customer service in the airlines.

The study sought to find out the respondent's of satisfaction towards Kenya Airways. The findings are tabulated below:

Table 4.31: Level of satisfaction towards Kenya Airways

STATEMENT	Very Satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Very Dissatisfied (%)
• Efficiency and speed in completing a transaction	76.0	24.0	0.0	0.0	0.0
• Courtesy of employees	63.0	37.0	0.0	0.0	0.0
• Advice given by the airline personnel	80.0	20.0	0.0	0.0	0.0
• Website with full information I need	91.0	9.0	0.0	0.0	0.0
• I feel safe when booking online	81.0	11.0	0.0	0.0	0.0
• Cheaper ticket cost (discounts)	13.0	44.0	0.0	43.0	0.0
• Opening hours	100.0	0.0	0.0	0.0	0.0
• Customer confidentiality	37.0	61.0	2.0	0.0	0.0
• Accuracy of the information provided on available flights	97.0	3.0	0.0	0.0	0.0
• Airline's name and image	100.0	0.0	0.0	0.0	0.0
• Efficiency in handling complaints	51.0	7.0	0.0	42.0	0.0
• Advertising both existing and new products	83.0	17.0	0.0	0.0	0.0

Table 4.31 reveals that majority of the respondents are very satisfied with opening hours (100.0%), airline's name and image (100.0%), accuracy of the information provided on available flights (97.0%), website with full information needed (91.0%), advertising both

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existing and new products (83.0%), feel safe when booking online (81.0%), advice given by the airline personnel (80.0%), efficiency and speed in completing a transaction (76.0%), courtesy of employees (63.0%) and efficiency in handling complaints (51.0%) as statements regarding customer satisfaction toward Kenya Airways. The table further shows that 61.0% and 44.0% are satisfied with customer confidentiality and cheaper ticket cost (discounts) respectively as factors regarding customer satisfaction towards Kenya Airways. However, a fraction of the respondents were dissatisfied with cheaper ticket cost (discounts) (43.0%) and efficiency in handling complaints (42.0%) as statements regarding customer satisfaction towards Kenya Airways.

The study sought to find out suggestions/recommendations towards customer satisfaction and on-time performance in the airline industry in Kenya. The responses given include: the airlines should also put into consideration responding to customer complaints and issuing of feedback at all times given a priority; the airlines should put emphasis on marketing and advertising to enlighten their customers on existing and new products they offer; all employees responsible for service delivery need to be trained on all the processes and work instructions in place as this helps them gain skills on solving the problems of passengers easily, showing consistent performance, and how to be sincere in resolving passengers' complaints; there should be an increase in investment to create interesting travel environment through visually appealing equipments; provide variety of in-flight entertainment facilities better than the current ones; numerous and easy to use ticketing systems; convenient flight schedules; and attractive mileage programs to reward frequent passengers can help to get loyal and committed passengers.

The study further recommends that it is very important for an airline to understand and relate to customers care services and levels of customer satisfaction. This would enable the airline to adjust and understand better how their customers rank them in order of various products offered. Again it will help the airline understand customer's degree or various levels of satisfaction shown to different services that the airline industry provides.

Ho1: There is no significant difference between the mean attitude towards service delivery at Kenya airways scores of male and female customers

Table 4.32: Group statistics

Group Statistics

	GEN	N	Mean	Std. Deviation	Std. Error Mean
Airline With Modern Looking	Female	49	1.00	.000	.000
	Male	51	1.39	.493	.069
Physical Facilities Visually Appealing	Female	49	1.00	.000	.000
	Male	51	1.06	.238	.033
Airline Personnel Are Neat In Appearance	Female	49	1.00	.000	.000
	Male	51	1.37	.488	.068
Airline Always On Time	Female	49	1.00	.000	.000
	Male	51	1.69	.469	.066
Airline Showing Sincere Interest In Solving Problem	Female	49	1.00	.000	.000
	Male	51	1.18	.385	.054
Airline Staff Give Customer Personal Attention	Female	49	1.00	.000	.000
	Male	51	1.53	.504	.071
Personnel Telling Customer When Exactly Service Will Be Performed	Female	49	1.16	.373	.053
	Male	51	2.63	.937	.131
Personnel Giving Prompt Services To Customers	Female	49	1.00	.000	.000
	Male	51	2.39	1.358	.190
Personnel Always Willing To Help Customers	Female	49	1.00	.000	.000
	Male	51	2.98	1.273	.178
Personnel Never Too Busy To Respond To Customers Requests	Female	49	1.00	.000	.000
	Male	51	3.53	.924	.129
Personnel Consistently Courteous With Customers	Female	49	1.00	.000	.000
	Male	51	2.04	1.371	.192

Table 4.33: Independent samples Test

Independent Samples Test

| | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
| | | | | | | | | 95% Confidence Interval of the Difference | |
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Airline With Modern Looking	9.84	.000	-5.566	98	.087	-.392	.070	-.532	-.252
Physical Facilities Visually Appealing	13.66	.000	-1.732	98	.086	-.059	.034	-.126	.009
Airline Personnel Are Neat In Appearance	6.91	.000	-5.340	98	.106	-.373	.070	-.511	-.234
Airline Always On Time	2.98	.000	-10.249	98	.011	-.686	.067	-.819	-.553
Airline Showing Sincere Interest In Solving Problem	66.67	.000	-3.208	98	.092	-.176	.055	-.286	-.067
Airline Staff Give Customer Personal Attention	1.38	.000	-7.350	98	.059	-.529	.072	-.672	-.386
Personnel Telling Customer When Exactly Service Will Be Performed	92.72	.000	-10.185	98	.078	-1.464	.144	-1.749	-1.179
Personnel Giving Prompt Services To Customers	3.52	.000	-7.177	98	.062	-1.392	.194	-1.777	-1.007
Personnel Always Willing To Help Customers	4.64	.000	-10.891	98	.053	-1.980	.182	-2.341	-1.620
Personnel Never Too Busy To Respond To Customers Requests	89.45	.000	-19.155	98	.091	-2.529	.132	-2.791	-2.267
Personnel Consistently Courteous With Customers	2.22	.000	-5.307	98	.67	-1.039	.196	-1.428	-.651

The results come as two Tables. The first Table presents descriptive statistics for the two groups. The second presents the t-test results. The t value, degrees of freedom, and p values are the most important parts of this table. Degrees of freedom (df) reflects the sample size (df = N-98) The p value indicates the probability of Type 1 Error (rejecting the null when it is actually true) for the analysis.

Thus: Females respondents reported the airline has modern looking equipment more frequently than male respondents, $t(98)=5.6$, $p<.05$, Ms = 1.0 and 1.4, respectively.

Females respondents reported the Physical Facilities are Visually Appealing more frequently than male respondents, $t(98)=1.7$, $p<.05$, Ms = 1.0 and 1.1, respectively. Female respondents reported the Airline Personnel Are Neat In Appearance more frequently than male respondents, $t(98)=5.3$, $p<.05$, Ms = 1.0 and 1.4, respectively. Female respondents reported the Airline is Always On Time more frequently than male respondents, $t(98)=10.2$, $p<.05$, Ms = 1.0 and 1.7, respectively. Female respondents reported the Airline Showing Sincere Interest In Solving Problem more frequently than male respondents, $t(98)=3.2$, $p<.05$, Ms = 1.0 and 1.2, respectively. Female respondents reported the Airline Staff Give Customer Personal Attention more frequently than male respondents, $t(98)=7.3$, $p<.05$, Ms = 1.0 and 1.5, respectively.

Female respondents reported the Personnel Telling Customer When Exactly Service Will Be Performed more frequently than male respondents, $t(98)=10.2$, $p<.05$, Ms = 1.0 and 2.6, respectively. Female respondents reported the Personnel Giving Prompt Services To Customers more frequently than male respondents, $t(98)=7.2$, $p<.05$, Ms = 1.0 and 2.4, respectively. Female respondents reported the Personnel Always Willing To Help Customers more frequently than male respondents, $t(98)=10.9$, $p<.05$, Ms = 1.0 and 3.0, respectively. Female respondents reported the Personnel Never Too Busy To Respond To Customers Requests more frequently than male respondents, $t(98)=19.2$, $p<.05$, Ms = 1.0 and 3.5, respectively. Female respondents reported the Personnel Consistently Courteous With Customers more frequently than male respondents, $t(98)=5.3$, $p<.05$, Ms = 1.0 and 2.0, respectively.

Therefore, a p value should be no more than a 0.05 probability of Type 1 Error. Since the p value in all the statements (>0.05) is higher than this, we can be confident that a Type 1 Error has occurred. The result would be called "statistically insignificant," meaning that we will accept the null hypothesis.

4.14 Interview guide for heads of Departments

The study sought to find out how long the respondent has worked for Kenya Airways in the capacity. The results are shown in Figure 4.7;
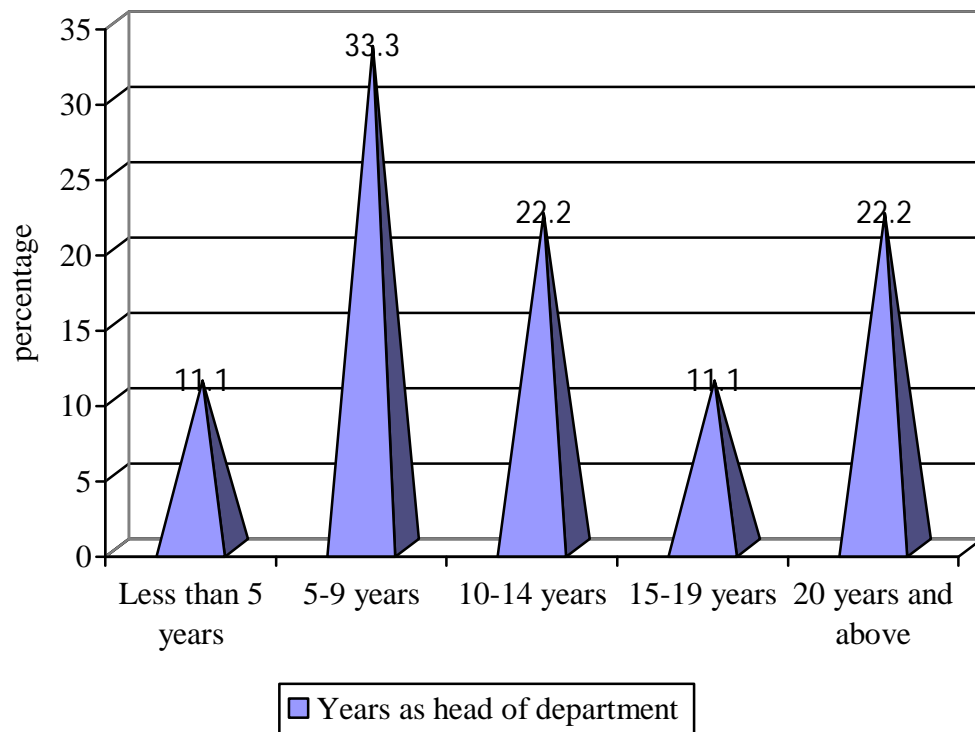
Figure 4.7: Years as a head of department

Figure 4.7 shows that majority of the respondents (33.3%) have been heads of departments for 5-9 years. The table further reveals that 22.2% have been heads of

departments for 10-14 years, 22.2% for 20 years and above, 11.1% for less than 5 years and 11.1% for 15-19 years.

The study sought to find out how the respondent would rate Kenya Airways as far as service delivery in their department is concerned. The results are shown in Figure 4.8;
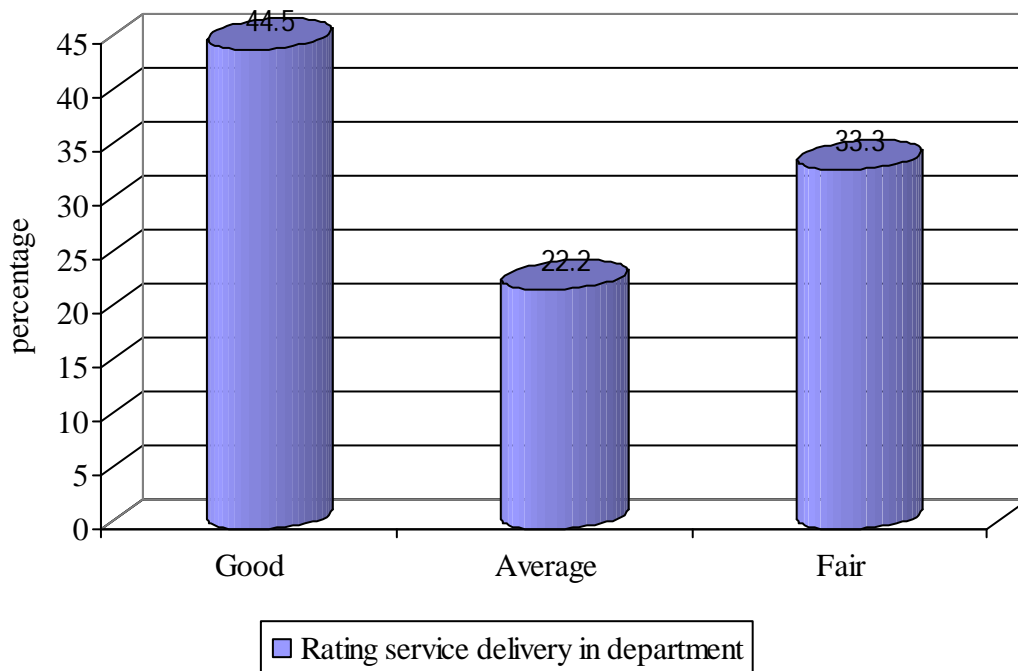
Figure 4.8: Rating service delivery in the department

Figure 4.8 shows that majority of the respondents (44.5%) rated the service delivery in their departments as good, 33.3% rated it as fair and 22.2% rated it as average.

The study sought to find out if the respondent thinks communication influences on-time service delivery. All the respondents agreed it does. The explanations given by the respondents include: striving to be the best airline offering world class service;

communication is one of the success factors in relational co-ordination; through communication so that various departments can work together; and breakdown of the process. The study sought to find out how the respondent solves conflicts between employees in their departments. The responses given include: consultative discussions; blaming and creating fear; dialogue between managers and other employees; and one on one talk with both parties. The study sought to find out if the respondent thinks the way coordination is done influence on time service delivery in any way. The responses for the Yes answer include co-ordination makes people work together and coordination provides better results.

The study sought to find out how significant personnel experience, training, efficiency and motivation in on time service delivery at Kenya airways are. The findings are shown on Table 4.34:

Table 4.34: Significance of personnel experience, training, efficiency and motivation in on time service delivery

	Frequency	Percent
Not significant	0	0.0
Relatively significant	0	0.0
Very significant	9	100.0
Total	**9**	**100.0**

From Table 4.34, it is evident that all the respondents who participated in the study 100.0% indicated that personnel experience; training, efficiency and motivation in on

time service delivery at Kenya airways are very significant. The reasons given include: these are key human resource management methods of dealing with staff and airport transport industry demands knowledgeable staff.

The study sought to find out how reliable the National carrier in terms of fleet dispatch is. The responses given include: Kenya Airways. The results are shown in Figure 12;
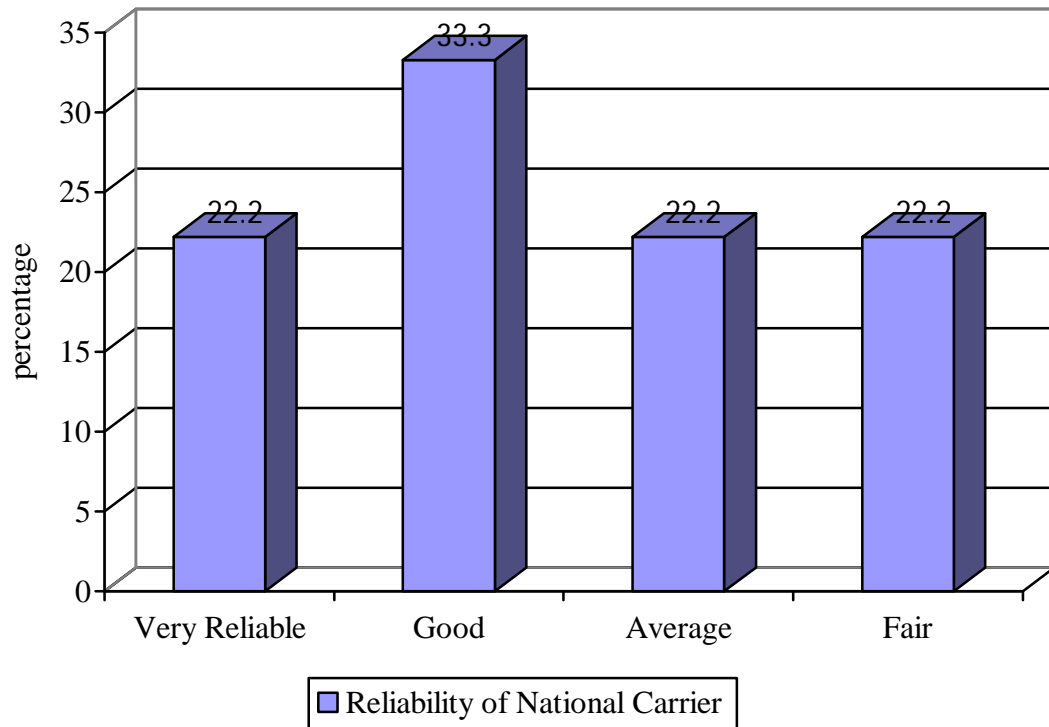
Figure 4.9: Reliability of National Carrier

Figure 4.9 reveals that majority of the respondents (33.3%) indicated that the National carrier in terms of fleet dispatch is good, 22.2% indicated it is very reliable, 22.2%

indicated it is average and 22.2% indicated it is fairly reliable. The explanations given are that it has one of the youngest fleet.

The study sought to find out if the complaints from customers indicate that there is a problem. All the respondents indicated that Yes, the customer complaints indicate that there is a problem. The explanations given include: the customer complaints are degrees of feedback. Some of the complaints that the respondent's office handles are: in-flight service not meeting customer expectations; delays, over bookings; inoperative IFE, cabin seats; bed bags.

The study sought to find out how often does the Fleet Age affect on time delivery of services at KQ. The findings are shown on Table 4.35:

Table 4.35: How often does the Fleet Age affect on time delivery of services at KQ

	Frequency	Percent
Rarely	0	0.0
Often	8	88.9
Always	1	11.1
Total	**9**	**100.0**

Source: Researcher (2013)

Table 4.35 reveals that almost all the respondents (88.9%) indicated that the Fleet Age affects on time delivery of services at KQ often while 11.1% indicated that it affects on time delivery of services at KQ always. The reasons given include: high cost of

maintenance; new planes rarely breakdown when proper maintenance is carried out; and flights are maintained well.

The study sought to find out what can be done to enhance the on time delivery of services at KQ? (Dispatch reliability). The responses given include: availability of spares on time; better management; better planning; staff training; staff motivation; employing more staff; empowering employees to make decisions; sustainable flight schedules; less costly handling and connections; proper and improved leadership; and coordination among departments.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The basic purpose of this chapter is to give the summary, discussions, conclusions and recommendations of the study. This chapter provides the summary, discussion, conclusions and recommendations of the study. This was based on the research findings that is presented and discussed in the previous chapters. The study established several findings which make a direct contribution to knowledge and policy formulation. Recommendations both for further research as well as policy and practice have been made.

5.2 Summary of research findings

This study aimed at establishing the relationship between relational factors and on-time service delivery at Kenya Airways. The task included; establishing the extent to which effectiveness of communication influences on-time service delivery at Kenya Airways; examining the extent to which conflict management strategies influences on-time service delivery at Kenya Airways; finding out if there is any significant difference between attitude of customers on on-time service delivery at Kenya Airways when categorized in gender, age, level of education and nationality; ascertaining the extent to which product component influences on-time service delivery at Kenya Airways; and finding out the relationship between coordination and on-time service delivery at Kenya Airways.

The researcher reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. This was done through library research. The procedure included: reading, evaluating the methodology employed in terms of design choice, target population, sample and sampling procedure data collection instruments (that is suitability, validity and reliability), data collection procedures, data analysis, findings and recommendations. The study benefited so much from the literature review for it guided the present study by pointing to areas that needed to be investigated.

This study adopted a descriptive survey design and employed quantitative research as the main approach to guide the study. The research targeted all employees of Kenya Airways in Nairobi office, all customers flying Kenya Airways and Kenya Airways heads of departments. A sample of 244 employees was randomly selected using systematic sampling procedure for the study. One hundred Kenya Airways customers were conveniently selected to participate in the study. Purposive sampling was used to select Nairobi office as the study site. The research instrument used in data collection was a questionnaire to elicit information from the respondents. To ensure validity of the instruments, expert opinion was sought. Data analysis was started immediately after the field. Data was summarized into frequencies and percentages and presented in graphs, pie charts and tables. This section comprises of discussion based on the specific research objectives of the study.

5.2.1 Major Findings on the extent to which relational communication influences on-time service delivery at Kenya Airways

The objective was to establish the extent to which relational communication influences on-time service delivery at Kenya Airways The measurement of this objective was based on three indicators; frequency, timeliness and direction. The major finding on this objective was that relational communication has a positive influence on on-time service delivery at Kenya Airways Relational communication was measured in terms of staff being familiar with the use of electronic equipment to store and retrieve information, their communication channels being clear and open to all staff, all staff in operation sections being given full information about flight real-time schedules, all operational departments being given information on the availability of gates, staff like converting inferences to facts when discussing management issues, all staff having basic skills in ICT, delays being communicated promptly to all departments well before the time they were scheduled for departure, there being constant communication between customer service and the ramp, tasks being communicated well in advance, staff spending a lot of working time waiting for job related communication from their immediate bosses, their leaders being good communicators of the company goals and daily objectives, and staff having unlimited access to airlines operating manuals. All the indicators had significant influence on on-time service delivery at Kenya Airways.

The findings of the regression prediction model for relational communication and on-time service delivery at KQ revealed Adjusted R-squared of 0.516 implying that frequency, timeliness and direction explain about 51.6 percent of the variables in On-

Time Service Delivery in the Airline Industry. Therefore, when this model was used to predict on-time service delivery at Kenya Airways, then relational communication was 51.6% of the change in on-time service delivery at Kenya Airways.

Relational communication was found to be a very important element in on-time service delivery since it accounted for more than half of the total contributions of the other variables. The F value of 41.144 is significant to the 0.001 level at 5 degrees of freedom hence all the variables as a group in regression mood significantly explain the On-Time Service Delivery in terms of communication in the Airline Industry.

5.2.2 Major Findings on the extent to which relational conflict management strategies influences on-time service delivery at Kenya Airways

The   objective was to establish the extent to which relational conflict management strategies influences on-time service delivery at Kenya Airways The measurement of this objective was based on four indicators that include dialogue, team building, mediation and stress management. Relational conflict management strategies were measured in terms of: solving conflicts amicably when they arise, both sides were being given fair hearing before judgment is done, and talking over the issue being top choice of Kenya Airways as conflict resolution strategies (dialogue) that influence on-time delivery of services.

Team building strategies are often used by the management as a method of conflict resolution. This includes bonding meetings were staff air their views freely. A small number of participants agreed that Kenya Airways has an open door policy were every

employee has a right to call any manager any time as conflict resolution strategies (team building) that influence on-time delivery of services.

From the study findings, majority of the respondents agreed to; Kenya Airways managers being very keen on understanding all sides of the story, managers get the warring parties sit together and take time to listen to the 'big story', and their managers doing nothing about conflict so they sort it out in their own way as conflict resolution strategies (mediation) that influence on-time delivery of services.

5.2.3 Major Findings on the relationship between customers personal attributes and on-time service delivery at Kenya Airways

The first objective was to establish the extent to which relational customers attributes influenced their attitude on on-time service delivery at Kenya Airways The measurement of this objective was based on four indicators; age, level of education, occupation and nationality. The findings on this objective revealed that the customers personal attributes influenced their attitude on on-time service delivery significantly.

Thus: Female respondents reported the airline has modern looking equipment more frequently than male respondents, $t(98)=5.6$, $p<.05$, Ms = 1.0 and 1.4, respectively. Female respondents reported the Physical Facilities are Visually Appealing more frequently than male respondents, $t(98)=1.7$, $p<.05$, Ms = 1.0 and 1.1, respectively. Female respondents reported the Airline Personnel Are Neat In Appearance more frequently than male respondents, $t(98)=5.3$, $p<.05$, Ms = 1.0 and 1.4, respectively. Female respondents reported the Airline is Always On Time more frequently than male respondents, $t(98)=10.2$, $p<.05$, Ms = 1.0 and 1.7, respectively. Female respondents

reported the Airline Showing Sincere Interest In Solving Problem more frequently than male respondents, $t(98)=3.2$, $p<.05$, Ms = 1.0 and 1.2, respectively. Female respondents reported the Airline Staff Give Customer Personal Attention more frequently than male respondents, $t(98)=7.3$, $p<.05$, Ms = 1.0 and 1.5, respectively.

Female respondents reported the Personnel Telling Customer When Exactly Service Will Be Performed more frequently than male respondents, $t(98)=10.2$, $p<.05$, Ms = 1.0 and 2.6, respectively. Female respondents reported the Personnel Giving Prompt Services To Customers more frequently than male respondents, $t(98)=7.2$, $p<.05$, Ms = 1.0 and 2.4, respectively. Female respondents reported the Personnel Always Willing To Help Customers more frequently than male respondents, $t(98)=10.9$, $p<.05$, Ms = 1.0 and 3.0, respectively. Female respondents reported the Personnel Never Too Busy To Respond To Customers Requests more frequently than male respondents, $t(98)=19.2$, $p<.05$, Ms = 1.0 and 3.5, respectively. Female respondents reported the Personnel Consistently Courteous With Customers more frequently than male respondents, $t(98)=5.3$, $p<.05$, Ms = 1.0 and 2.0, respectively.

Therefore, a p value should be no more than a 0.05 probability of Type 1 Error. Since the p value in all the statements (>0.05) is higher than this, we can be confident that a Type 1 Error has occurred. The result would be called "statistically insignificant," meaning that we will accept the null hypothesis.

The findings also reveal that majority of the respondents who participated in the study have travelled by Kenya Airways flights before and they fly Kenya Airways very often. The findings also reveal that majority of the respondents who participated in the study

have experienced flight delays when flying Kenya Airways and indicated that they book their flights by visiting one of the approved agents. Majority of the respondents also said they would recommend a friend or someone else to fly KQ.

From the study findings majority of the respondents are very satisfied with; airline's name and image, accuracy of the information provided on available flights, website with full information needed, advertising both existing and new products, feel safe when booking online, advice given by the airline personnel, efficiency and speed in completing a transaction, courtesy of employees, and efficiency in handling complaints as statements regarding customer satisfaction towards Kenya Airways. The study findings also accept the null hypothesis that there is no significant difference between the mean attitude towards service delivery at Kenya airways scores of male and female customers

The findings reveals that majority of the respondents indicated that the National carrier in terms of fleet dispatch is good and that complaints from customers indicate that there is a problem. Some of the complaints that the respondent's office handles are: in-flight service not meeting customer expectations; delays, over bookings; inoperative IFE, cabin seats; bed bags. The study findings further revealed almost all the respondents indicated that the Fleet Age affects on time delivery of services at KQ.

5.2.4 Major Findings on the extent to which relational coordination influences on-time service delivery at Kenya Airways

The objective was to establish the extent to which relational coordination influences on-time service delivery at Kenya Airways. The measurement of this objective was based on four indicators namely, shared goals, shared knowledge, quality service and efficiency.

The study findings also revealed that majority of the respondents agreed to a great extent that; every employee cares about the company profitability, they work towards turnaround time reduction for maximization of profits, the reliability of their aircrafts is very high, quality service is their number one priority, the goal of on-time performance is shared by all employees

However, some of the participants pointed out that some employees think they are better than the rest in terms of performance, they all get worried when financial statements indicate losses, they depend on the other departments to accomplish their hourly goals, and each department is an integral part of the rest as indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya Airways.

The study findings revealed that all respondents who participated in the study indicated that personnel experience; training, efficiency and motivation are very significant in on time service delivery at Kenya airways.

5.3 Discussions of the Findings

The study findings revealed that frequency and timeliness of communication are effective communication indicators that airlines need to accomplish to ensure on-time delivery of services. From literature reviewed, communication is a critical process for innovation teams to achieve their goals successfully (Keller, 2001). Functional experts working in a team require a meeting of minds for information to be effectively exchanged and used for goal achievement. According to Hoegl & Proserpio (2004), among the strategies that have thus been deployed to facilitate team communication, collocation is frequently

pursued in research and practice. From further literature reviewed, frequent and timely communication can generate rapid responses to new information as it emerges, resulting in minimizing delays and maximizing responsiveness to customer needs. Accurate communication reduces the potential for errors, and problem-solving communication avoids the negative cycle of blaming and information hiding, keeping the focus instead on continuous improvement and learning (Dutton and Ragins, 2007).

The study findings reveal that dialogue, team building, mediation and stress management are conflict resolution strategies that influence on-time delivery of services in the airline industry. From literature review, conflict can benefit individuals and organizations by producing stronger, more resilient working relationship, improving creative output and generating innovative solutions (Omoluabi, 2001). According to Omoluabi (2001), conflict resolution is a relational approach to handling conflicts. It is a process in which interpersonal communication is used to get the parties to a conflict to reach an amicable and satisfactory point of agreement (Albert, 2006).

The study findings also revealed a number of indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya Airways. The findings are in line with Butterworth, Thomas, & Hooke (2012) who state that personal attributes which are underlying characteristics such as one's personal style or personal effectiveness such as feelings, attitudes, habits and traits are grounded in the notion that competencies (i.e. the knowledge, skills, abilities and personal attributes that a person brings to the job) are what drive performance (Bond, 2004). According to Bond (2004),

personal attributes identify qualities of character, which a person must have to be an effective and successful performer in the job in this case effective coordination influences on time delivery of services in the airline industry.

5.4 Conclusion of the Study

The study concludes that communication and coordination influences on- time service delivery since co-ordination makes people work together and coordination provides better results. The study further found that head of departments solve conflicts between employees in their departments through: consultative discussions; blaming and creating fear; dialogue between managers and other employees; and one on one talk with both parties. The study further concludes that Fleet Age affects on- time delivery of services at KQ. The study also found that customers age, gender, level of education, occupation and nationality significantly influenced their attitude on on-time service delivery in Kenya .Therefore, the study findings also accepts the null hypothesis that there is no significant difference between the mean attitude towards service delivery at Kenya airways scores of all customers when categorized in age gender, occupation and nationality. It can therefore be concluded that relational factors influence on-time service delivery and airlines should embrace this to achieve the competitive edge that is required for future survival

5.5 Recommendations of the Study

On the basis of the above, conclusions, the following recommendations were made for establishing the relationship between relational factors and on-time service delivery at Kenya Airways.

5.5.1 Recommendations for policy and practice

The study recommends that: outstations to prepare for dispatch way before aircraft arrivals, aircraft spare parts to be readily available, break silos and create teamwork, ownership of jobs, improve on planning, invest in mobile workshops at line maintenance, plan for defects rectification before aircraft landing, cooperation by all stakeholders, management and non-management integration, problem solving mechanisms; directors should be given a rotation on all departments, time management, adequate and proper utilization of maintenance slots, setting realistic targets, increase the reliability of the equipment, constant communication on factors affecting operations, and improve internal and external communication.

The study further recommends that there should be prior checks on aircrafts, individual commitment to duty, add ground handling equipments like steps, improve on manpower coordination, deal with uncertainty, deal with the retrenchment cases at Kenya Airways, provide better employee-employer relationship, job rotation so that each employee understands the importance of other sections, increase level of employee satisfaction with Kenya Airways in terms of job security, tool availability and training on job performance, carry out employee appraisals to evaluate productivity of each person, boosting morale of the employees by avoiding intimidating circumstances, dedication by employees to meet target and on-time delivery, team building and bonding between and within departments/groups, improve on training slots to the lower level employees as well as training on managerial skills to the top groups or supervisors, more evaluations to particular sections, licensed technical staff should be paid like the other airline technical

staff, new technicians develop skills prior being placed in shifts, increase on manpower, ensure the cabins are well maintained, formulate processes and procedures and implement them keenly, acceptability of the failures in affecting dispatch, and specialization of engineers on fleets and systems.

The study further recommends that: the airlines should also put into consideration responding to customer complaints and issuing of feedback at all times given a priority, the airlines should put emphasis on marketing and advertising to enlighten their customers on existing and new products they offer, all employees responsible for service delivery need to be trained on all the processes and work instructions in place as this helps them gain skills on solving the problems of passengers easily, showing consistent performance, and how to be sincere in resolving passengers' complaints, there should be an increase in investment to create interesting travel environment through visually appealing equipments, provide variety of in-flight entertainment facilities better than the current ones, numerous and easy to use ticketing systems, convenient flight schedules, and attractive mileage programs to reward frequent passengers can help to get loyal and committed passengers. The study recommends that the airline should stop laying off staff as kills the staff morale. They should instead find a better way of retrenching the employees.

The study further recommends that it is very important for an airline to understand and relate to customers care services and levels of customer satisfaction. This would enable the airline to adjust and understand better how their customers rank them in order of

various products offered. Again it will help the airline understand customer's degree or various levels of satisfaction shown to different services that the airline industry provides. The study also recommends that in order to enhance the on time delivery of services at KQ (Dispatch reliability), the organization should: make spares available on time, better management, better planning, staff training, staff motivation, employing more staff, empowering employees to make decisions, sustainable flight schedules, less costly handling and connections, proper and improved leadership, and coordination among departments.

5.5.2 Recommendations for further research

This study sought to assess the relationship between relational factors and on-time service delivery at Kenya Airways attempting to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on one airline that is the Kenya Airways. The there is need to replicate the study using many other airlines in Kenya in an attempt to compare the findings.

The there is need to conduct a similar study which will attempt to find out the factors affecting customer satisfaction in airline industry in Kenya.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITAL

Nelson Mwikya,

P.O Box 19022-00500,

Nairobi,

19 February 2013.

Dear Respondent,

RE: **<u>DATA COLLECTION</u>**

I am a student at the University of Nairobi. I am currently doing a research study to fulfill

the requirements of the Award of Master of Arts in Project Planning and Management.

My study is on the **RELATIONAL FACTORS INFLUENCING ON-TIME**

SERVICE DELIVERY AT KENYA AIRWAYS. You have been selected to

participate in this study and I would highly appreciate if you assisted me by responding to

all questions in the attached questionnaire as completely, correctly and honestly as

possible. Your response will be treated with utmost confidentiality and will be used for

this study only.

Thank you in advance for your co-operation.

Yours faithfully,

Nelson Mwikya

L50/67031/2011

Researcher

APPENDIX II: STRUCTURED QUESTIONNAIRE (Questionnaire for KQ Employees)

Instructions: Please respond to the following questions and where applicable, mark the relevant box with a tick (√).

Confidentiality: The responses you provide will be strictly confidential. No reference will be made to any individual(s) in the report of the study.

The questionnaire contains five sections A, B, C, and D & E. For each section, respond to all items using a tick (✓) or filling in the blanks where appropriate.

SECTION A: Personal Information

1. Please indicate your gender
   (a) Female   [ ]
   (b) Male   [ ]

2. What is your age bracket?
   (a) Below 30 years   [ ]   (c) 40 – 49 years   [ ]
   (b) 30 – 39 years   [ ]   (d) 50 years and above [ ]

3. What is your highest academic achievement?
   (a) Diploma   [ ]   (c) Post graduate diploma [ ]
   (b) Bachelor's degree   [ ]   (d) Other, specify_____

4. For how long have you worked with Kenya airways?
   (a) Less than 5 years   [ ]   (d)   15 – 19 years   [ ]
   (b) 5 – 9 years   [ ]   (e)   20 years and above   [ ]
   (c) 10 – 14 years   [ ]

5. Nationality

   Kenyan   [ ]

   Other   [ ]   Specify ………………………………….

6. Occupation/ Designation ……………………………..

SECTION B: Organization Information

7. Please tick (✔) the department in which you work

Technical	[ ]
Flight Operations	[ ]
Finance	[ ]
Commercial	[ ]
Information Systems	[ ]
Human Resource & Admin	[ ]
Ground Handling	[ ]

SECTION C: Effective Communication and On-Time Service Delivery in the Airline Industry

8. Below are some of effective communications indicators that airlines need to accomplish to ensure on-time delivery of services. Indicate by tick (√) against each statement the extent to which you agree or disagree with the level of accomplishment at Kenya airways

Effective communication	Rating scale				
i) **Frequency**	**Strongly agree**	**Agree**	**Uncertain**	**Disagree**	**Strongly disagree**
1. Our communication channels are clear and open to all staff					
2. Our leaders are good communicators of the company goals and daily objectives					
3. Tasks are communicated well in advance					
4. Staff have unlimited access to airlines operating manuals					
5. Staff spend a lot of working time waiting for job related communication from their immediate bosses					
6. There is constant communication between customer service and the					

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ramp					
7. Delays are communicated promptly to all departments well before the time they were scheduled for departure					
8. Aircraft technical assistants are given full information about flight schedules					
9. All departments are given information on the availability of gates					
10. Staff are familiar with the use of electronic equipment to store and retrieve information					
11. All staff have basic skills in ICT					
12. Staff like converting inferences to facts when discussing management issues					
ii).Timeliness					
13. Delays are communicated promptly to all departments well before the time they were scheduled for departure					
14. We hear about our promotions for the first time during the cross functional meetings					
15. Information about reprimanding letters get to the public long before they reach the intended staff					
16. I am happy about the communication network at Kenya airways					
17. A day passes without knowing what is happening					
18. I receive all the important information well before i am					

		Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
	expected to take action					
	19.We get timely feedback in everything that we do					
	iii). Direction					
19.	Our leaders tell us everything about the company					
20.	Our opinions also count in this company					
21.	Departments share information and work as a team to ensure on time delivery of services					

SECTION C: Conflict Resolution Strategies and On-Time Service Delivery in the Airline Industry

9. Below are statements concerning Conflict Resolution Strategies that influence on-time delivery of services. Indicate the extent to which you agree or disagree with the statements.

	STRATEGY	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
	i).Dialogue					
1	when conflicts arise they are solved amicably					
2.	Both sides are given fair hearing before judgment is done					
4	Talking over the issue is top choice of Kenya airways					
5	Conflicts escalate to no talking state					
	ii) Team building					
6	Bonding meetings over 4 o'clock tea is common					
7	All employees care about one another					
8	We have family fun day for all departments					
9	Kenya airways has an open door policy were every employee has a right to call any					

	manager any time.					
10	Our unity is our key strategy in solving all conflicts					
	iii). Mediation					
11	Kenya airways managers are very keen on understanding all sides of the story					
12	Managers get the warring parties sit together and take time to listen to the 'big story'					
13	Documented summary is read by the panel(managers) and each party asked to endorse the document					
14	Most conflicts at the airline industry are caused by just a little misunderstanding of the other's perspective					
15	Our managers do nothing about conflict so we sort it out in our own way					
	iv). Stress management					
16	The work done by airline employees can cause burn out and stress					
17	Kenya airways staff are trained on stress management strategies					
18	Supervisors in all the departments counsel employees on mechanisms for copping with stress					
19	Our leaders encourage freedom of expression as a way of reducing stress at work place					
20	Time is set out every day for outdoor and indoor games for all employees					
21	We care for each others concerns					
22	A problem for one belongs to the whole company					

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SECTION D: Coordination and On-Time Service Delivery in Airline Industry in Kenya. . 10. Below is a description of the indicators of effective coordination whose presence or absence would influence on-time delivery of services in Kenya airways. Indicate with a tick (√) the extent to which each of these apply to Kenya airways

Coordination indicators	Very great extent	Great extent	Minimal extent	Very minimal extent	No extent at all
1.The goal of on-time performance is shared by all employees					
2.Every employee cares about the company profitability					
3.We all get worried when financial statements indicate losses					
4.I am okay as long as my pay slip reaches me on time					
5.I belief it is my failure when there is a delay					
6.We depend on the other departments to accomplish our hourly goals					
7. Job rotation is not encouraged so i belief the other group is doing the light part					
8. I stick to my assigned potion and so is everybody else					
9.There is no forum for sharing knowledge area so i belief my department is the most important without which this company will definitely collapse					
10.Each department is an integral part of the rest					
11.Some employees think they are better than the rest in terms of performance					
12.The highly specialized employees look at the less specialized as if they do not understand anything					
13.Discrimination against female employees is common in my department					
14.Young employees are seen as non-					

performers and nobody respects them					
15.Quality service is our number one priority					
16.We work towards turnaround time reduction for maximization of profits					
17. Whether aircrafts fly or not, my salary is all I care					
18.The reliability of our aircrafts is very high					

11. Please give suggestions/recommendations towards on-time performance in the airline

    industry in Kenya

_____

_____

_____

THANK YOU FOR YOUR TIME AND COOPERATION

APPENDIX III: STRUCTURED QUESTIONNAIRE (Questionnaire for KQ Customers)

Instructions: Please respond to the following questions and where applicable, mark the relevant box with a tick (√).

Confidentiality: The responses you provide will be strictly confidential. No reference will be made to any individual(s) in the report of the study.

SECTION A: Personal Information

1. Kindly indicate your gender

   (a) Female   [   ]

   (b) Male   [   ]

2. What is your age bracket?

 (a) Below 30 years   [   ]   (c) 40 – 49 years   [   ]

 (b) 30 – 39 years   [   ]   (d) 50 years and above [   ]

3. What is your highest academic achievement?

  (a) Diploma   [   ]   (c) Post graduate diploma [   ]

  (b) Bachelor's degree   [   ]   (d) Other, specify_____

4. Type of employers

  [ ] Private   [ ] State   [ ] Self employed   [ ] Retired   [ ] Student

5. Nationality

   Kenyan   [   ]

   Other   [   ]   Specify ………………………………….

PART B

6. Have you traveled by Kenya Airways flights before?

  [   ] Yes   [   ] No

7. If yes to Q7 above, how often do you fly KQ?

[   ] Very often   [   ] Quite often   [   ] Often   [   ] Rarely   [   ] Never

8. Have you experienced flight delay when flying Kenya Airways?

   [   ] Yes   [   ] No

9. How did you book your flight?

[   ] Visiting one of the approved agents

[   ] Through the hotel

[   ] Through the internet

[   ] Through the phone

[   ] At the airport

[   ] Other (specify) _____

10. What challenges have you faced while flying KQ in regard to on-time service delivery?

_____

_____

_____

11. Would you recommend a friend or someone else to fly KQ?

   [   ] Yes   [   ] No

12. Kindly respond with a tick were appropriate to the following statement on importance of services offered by airlines

No.	STATEMENT	Your Level of Satisfaction with Bank's Services					Level of importance that you attach to the factor				
		Very Satisfied	Satisfied	Indifferent	Dissatisfied	Very Dissatisfied	Very Important	Important	Indifferent	Not important at all	Not applicable
1	Airline With Modern Looking Equipment	1	2	3	4	5	1	2	3	4	5
2	Physical Facilities Visually Appealing	1	2	3	4	5	1	2	3	4	5
3	Airline Personnel Are Neat In Appearance	1	2	3	4	5	1	2	3	4	5
4	Airline Always On Time	1	2	3	4	5	1	2	3	4	5
5	Airline Showing Sincere Interest In Solving Problem	1	2	3	4	5	1	2	3	4	5
7	Airline Staff Give Customer Personal Attention	1	2	3	4	5	1	2	3	4	5
8	Personnel Telling Customer When Exactly Service Will Be Performed	1	2	3	4	5	1	2	3	4	5
9	Personnel Giving Prompt Services To Customers	1	2	3	4	5	1	2	3	4	5
10	Personnel Always Willing To Help Customers	1	2	3	4	5	1	2	3	4	5
11	Personnel Never Too Busy To Respond To Customers Requests	1	2	3	4	5	1	2	3	4	5
13	Personnel Consistently Courteous With Customers	1	2	3	4	5	1	2	3	4	5

13. Please give your level of satisfaction towards Kenya Airways

No.	STATEMENT	Very Satisfied	Satisfied	Not Satisfied	Not Satisfied At all
1	Efficiency and speed in completing a transaction	4	3	2	1
2	Courtesy of employees	4	3	2	1
3	Advice given by the airline personnel	4	3	2	1
4	Website with full information I need	4	3	2	1
5	I feel safe when booking online	4	3	2	1
6	Cheaper ticket cost (discounts)	4	3	2	1
7	Opening hours	4	3	2	1
8	Customer confidentiality	4	3	2	1
9	Accuracy of the information provided on available flights	4	3	2	1
10	Airline's name and image	4	3	2	1
11.	Efficiency in handling complaints	4	3	2	1
12.	Advertising both existing and new products	4	3	2	1

14. Please give suggestions/recommendations towards customer satisfaction and on-time performance in the airline industry in Kenya

_____

_____

_____

THANK YOU FOR YOUR TIME AND COOPERATION

APPENDIX IV: INTERVIEW GUIDE FOR HEADS OF DEPARTMENTS

Thank you for giving me this opportunity to discuss with you some relational factors that influence on-time delivery of services in the Airline industry in Kenya with a view to come up with a best fit model to enhance profitability in airline industry

1. How long have you worked for Kenya airways in this capacity?

2. How do you rate KQ in as far as service delivery in your dept. is concerned?

3. Do you think communication influences on-time service delivery?

4. Explain to me your views on your response …………………………………………

5. How do you solve conflicts between employees in your department?

6. Do you think the way coordination is done influence on time service delivery in any way?   Discuss your response ………………………………………………………………….

7. How significant is personnel experience, training, efficiency and motivation in on time service delivery at Kenya airways?

   Not significant [   ]   Relatively significant   [   ]   Very significant [   ]

   What's the reason for your answer above? ……………………………………

8. How reliable is the National carrier in terms of fleet dispatch?

9. Do complaints from customers indicate that there is a problem?

10. Tell me some complaints that your office handle on daily bases......

11. How often does the Fleet Age affect on time delivery of services at KQ?

    Rarely [   ]   Often   [   ]   Always [   ]

    What's the reason for your answer above? ………………………………….

12. What do you think need to be done to enhance the on time delivery of services at KQ? (dispatch reliability)

       i.……………………………………………………………………

ii.………………………………………………………………………

iii.………………………………………………………………………

iv.………………………………………………………………………

APPENDIX V: RESEARCH AUTHORIZATION

REPUBLIC OF KENYA

NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

Telephone: 254-020-2213471, 2241349, 254-020-2673550
Mobile: 0713 788 787 , 0735 404 245
Fax: 254-020-2213215
When replying please quote
secretary@ncst.go.ke

P.O. Box 30623-00100
NAIROBI-KENYA
Website: www.ncst.go.ke

Our Ref: **NCST/RCD/14/013/1166**

Date: **1ˢᵗ July 2013**

Nelson Kyalo Mwikya
University of Nairobi
P.O Box 1207
Garissa.

RE: RESEARCH AUTHORIZATION

Following your application dated **26ᵗʰ June, 2013** for authority to carry out research on *"Relational factors influencing on time service delivery at Kenya Airways."* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **30ᵗʰ September, 2013**

You are advised to report to **the Chief Executive Officer, Kenya Airways** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

DR. M. K. RUGUTT, PhD, HSC.
DEPUTY COUNCIL SECRETARY

Copy to:

The Chief Executive Officer
Kenya Airways.

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APPENDIX VI: RESEARCH CLEARANCE PERMIT

CONDITIONS

1. You must report to the District Commissioner and the District Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed with-out prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2)/four(4) bound copies of your final report for Kenyans and non-Kenyans respectively.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

RESEARCH CLEARANCE PERMIT

GPK6055t3mt10/2011

(CONDITIONS—see back page)

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THIS IS TO CERTIFY THAT:

Prof./Dr./Mr./Mrs./Miss/Institution

Nelson Kyalo Muthya

of (Address) University of Nairobi

P. O. Box 1207, Garissa

has been permitted to conduct research in

Location

District

Nairobi   County

on the topic: Relational factors influencing

on time service delivery at

Kenya Airways.

for a period ending: 30th September, 2013

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Research Permit No. NCST/RCD/14/013/1166

Date of Issue   1st July, 2013

Fee received   KSH. 1000

Applicant's   For Secretary
Signature   National Council for
                         Science & Technology

APPENDIX VII: KQ INTERVIEW AUTHORIZATION LETTER