

**ORGANIZATIONAL CAPABILITIES AND PERFORMANCE OF KENYA CIVIL
AVIATION AUTHORITY IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

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As the supervisor of this project, I confirm that it can be submitted for examination.

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DEDICATION

My family sacrificed a lot to support me morally and spiritually to see me succeed in my academics. Their dedication was an encouragement to me in every step of the project.

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ABBREVIATION AND ACRONYMS

CAB	Civil Aviation Board
DCA	Directorate of Civil Aviation
EAC	East African Community
GDP	Gross Domestic Product
KCAA	Kenya Civil Aviation Authority
KLIA	Kuala Lumpur International Airport
KPIs	Key Performance Indicators
MRO	Maintenance, Repair, and Overhaul
NACOSTI	National Commission for Science, Technology and Innovation
QMS	Quality Management System
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Management commitment	The active involvement and backing of top management in organizational activities. The measurement was based on planning, organizing, and motivating.
Organizational capability	The way in which a company gathers its personnel and resources to adapt to changes in the market and provide value to clients and partners. It was assessed based on management dedication, company structure, and allocation of resources.
Organizational performance	Refer to an organization's capacity to achieve its objectives and maximize outcomes. It was assessed based on how efficient, effective, and high-quality service it provides, as well as customer satisfaction.
Organizational structure	A framework that guides the direction of specific activities to accomplish an organization's objectives. Measurement was based on delegation, responsibility, and centralization.
Resource allocation	The act of distributing and overseeing resources to align with an organization's strategic planning objectives. It was evaluated based on financial, human, and physical resources.

ABSTRACT

The Kenya's aviation sector has encountered a number of obstacles which has it establish systems and procedures that promote effective governance and administration. However, the organization faces several challenges that have prevented it from achieving its desired goals and objectives. Therefore, the study concentrated on investigating how organizational capabilities influence the performance of the Kenya Civil Aviation Authority in Nairobi City County, Kenya. The capabilities examined were; management commitment, organizational structure, and resource allocation. The study was guided by the balanced scorecard model, contingency theory, and resource-based view theory. This study utilized an explanatory research design. The study focused on the Kenya Civil Aviation Authority. The intended population consisted of 173 individuals, including senior executives, middle management, and junior operational personnel within the KCAA headquarters. In this specific research, the participants were categorized according to their associations with various firms. The number of respondents in the sample was 120. This research utilized primary data gathered via a semi-structured questionnaire. This study included 19 participants in a preliminary investigation conducted at Kenya Airports Authority. A validation test for construct and content was performed to evaluate the validity of the questionnaire. Cronbach's alpha evaluated the instrument's reliability through internal consistency. Qualitative data was gathered via open-ended questions, analyzed using content analysis methods, and conveyed in narrative style that aligns with the objectives of the study. Information was collected via surveys and analyzed using fundamental statistics like mean and variance. Tables and figures were employed to showcase the results from quantitative data. The research revealed a notable positive effect of management commitment, resource distribution, and organizational structure on performance. The research highlights that a dedicated management team guarantees that the KCAA complies with global safety standards and regulations, minimizing the chances of accidents and incidents. Efficient allocation of resources guarantees that personnel, equipment, and technology are provided where they are most required, minimizing waste and duplication. A clearly defined organizational structure creates distinct lines of authority, decision-making pathways, and accountability within the KCAA, enhancing efficiency, minimizing duplicated efforts, and ensuring employees comprehend their specific roles and responsibilities. The research suggests that the organization ought to hold regular training workshops for management to improve their leadership abilities, emphasizing strategic planning, decision-making, and performance management. The organization should utilize data analytics tools to forecast demand for aviation services, enabling proactive resource allocation based on anticipated needs. The organization should gather insights from employees, management, and external stakeholders to understand the effectiveness of the existing structure.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The firm's performance is of paramount importance, particularly in light of the environmental adversities it encounters. Furthermore, the operational performance of an organization serves as an indicator of its proficiency in fulfilling its strategic objectives (Cania, 2018). Bin-Nashwan, Abdullah, and Obaid (2022) posit that organizations possessing strong capabilities become more capable of responding to forces from outside it, strengthen their chances and surmount challenges, ultimately leading to augmented performance and enhanced competitiveness. Consequently, the augmentation of organizational capacity can facilitate heightened effectiveness and enduring sustainable success for such entities.

Rehman, Mohamed, and Ayoup (2019) contend that a robust organizational capacity significantly bolsters a firm's capability to strategize, execute, and assess its initiatives, culminating in superior performance outcomes. Organizations characterized by proficient personnel, streamlined processes, and adequate financial resources are more inclined to realize their strategic goals. Hindasah and Nuryakin (2020) emphasize that organizational capability exerts a substantial influence on decision-making, innovation, and adaptability, empowering organizations to effectively navigate external fluctuations and challenges, ultimately resulting in enhanced performance metrics.

The aviation sector holds a critical position within Pakistan's economic framework, substantially facilitating advancements in transportation and communication infrastructures. Following the deregulation of civil aviation, there has been a notable expansion in domestic air travel, characterized by an increase in fleet dimensions and passenger traffic, thereby enhancing accessibility to remote locales (Saleem, Zahra & Yaseen, 2021). Nonetheless, Qasim (2023)

posits that while deregulation has contributed to a reduction in fare structures, it has concurrently led to a decline in service quality. Despite an upsurge in passenger volumes, new entrants in the market are confronted with financial adversities, culminating in economic losses and insolvencies. Therefore, it is imperative for Pakistani airlines to engage in innovative practices and augment their service offerings and operational efficiencies.

The aviation industry in Nigeria is integral to the socio-economic development of the nation, contributing approximately 0.14% to the Gross Domestic Product (GDP) in 2019. Despite the numerous advantages it offers—such as the enhancement of trade, tourism, innovation, and employment opportunities—the industry remains significantly underdeveloped in comparison to its counterparts in other African nations. Al-Kwif, Frankwick, and Ahmed (2020) underscore that although Africa boasts over 800 airports, a limited number provide regular scheduled flights, and numerous intra-African routes are inadequately serviced. This situation is further exacerbated by the existence of landlocked countries, which constrains the growth potential of the sector despite the continent's substantial population.

Numerous organizations within the Kenyan context encounter significant difficulties in the effective implementation of their strategic frameworks, eliciting national apprehensions. The aviation sector has been notably impacted, with a marked decline in passenger traffic from 14.7% to 11.3% during the period spanning 2017 to 2020 (Odula & Chege, 2023). Once aspired to be the preeminent aviation hub of Africa, Kenya is now contending with competitive pressures, evidenced by a reduction in cargo volumes from 17.2% to 9.4% and a deterioration in service quality from 19.3% to 11.9% by the year 2021 (KCAA Report, 2021). Additionally, the sector is grappling with a myriad of implementation challenges that threaten the viability of airlines, influenced by factors such as fierce competition, elevated operational costs, shifting

consumer preferences, regulatory complexities, technological impediments, security vulnerabilities, political instability, human resource constraints, and diminished demand (Njoroge & Maina, 2021). In light of these challenges, the Kenyan aviation industry has resorted to employing survival strategies, which include product differentiation, financial restructuring, and cost-reduction measures (Farah, Munga, & Mbebe, 2018). Nonetheless, airlines persist in facing significant obstacles associated with inadequately executed boarding procedures, adversely affecting overall performance (Mungai and Bula, 2018).

1.1.1 Organizational Performance

The firm's performance is gauged by its ability to successfully reach its goals and objectives. This covers elements like productivity, efficiency, profitability, customer satisfaction, employee engagement, and overall success in the market (Owen, Mundy, Guild & Guild, 2021). Ajila and Abiola (2023) suggest that Key Performance Indicators (KPIs) are commonly used to assess different aspects of organizational operations and results in order to gauge organizational performance. Hence, by concentrating on enhancing organizational performance, businesses can boost their competitiveness, stimulate growth, and attain lasting success.

Kim (2021) notes that there are numerous factors that have the potential to impact an organization's performance. Internal or external factors, whether they are, can greatly influence the organization's overall success. Internal factors are those within the organization that impact its performance, while external factors are those outside the organization that can affect its performance. Nevertheless, Brown (2023) states that there are measurements that offer visibility into an organization's success in reaching its goals, fulfilling its objectives, and carrying out its mission. Factors such as productivity, efficiency, profitability, customer satisfaction, employee engagement, and overall success in the marketplace are all encompassed in this. As a result, this

study assessed organizational performance based on efficiency, effectiveness, quality service, and customer satisfaction.

Organizations assesses how well the organization can maximize efficiency by utilizing its resources, processes, and systems. Factors like cost management, productivity levels, waste reduction, and quality control are considered (Bartuseviciene & Sakalyte, 2018). Najafi, Aryanegad, Lotfi and Ebnerasould (2022) point out that when operational efficiency is high, it shows that the organization is using its resources efficiently and meeting its goals in a cost-efficient way. Hence, a proficient organization can achieve its goals using few resources and within a reasonable timeframe.

Effectiveness which is how bets a firm reaches its set goal and objective involves aspects like satisfying customer requirements, meeting stakeholder expectations, and providing top-notch products or services (Georgopoulos & Tannenbaum, 2017). Uka (2023) notes that improved organizational efficiency has benefits such as quicker response times, more effective resource allocation, decreased waste, enhanced communication, and increased agility and adaptability within the organization. Hence, a successful organization can achieve intended results and generate benefits for its stakeholders.

Andoh, Gebremariam, Thorson and Bodo (2019) observe that the standard of service quality serves as a key gauge of how successful a firm is since it is based on the capability of a firm to meet and exceed customer expectations. Martey and Frempong (2022) observe that organizations that set high standards for service quality and consistently deliver on them are more likely to outperform their competitors and achieve sustainable growth. Therefore, maintaining a high

standard of service quality should be a strategic priority for any organization that seeks to survive in an environment that is very competitive.

Nasir, Ahmed and Barkat (2019) observe that customer satisfaction is utilized as a metric to evaluate the performance of an organization because it directly reflects the level of success in meeting customer expectations and needs. According to Abdullah, Jan, and Manaf (2022), achieving a higher level of customer satisfaction results in an improvement in customer loyalty, makes customers keep on making business with the firm, refer their friends which result to the firm achieving a higher profits. Conversely, having a negative of the firm can lead to poor reputation of the firm. As a result, focusing of how to meet customers need is very important for the firm to achieve long terms goal and sustainability.

1.1.2 Organizational Capability

Organizational capabilities in organizational knowledge involve utilizing resources effectively to achieve a goal, enhancing an organization's capacity to complete tasks in order to boost productivity (Kabirlyants, Obeidat, Alshurideh & Masadeh 2021). Effective corporate performance requires strong organizational efficiency, advancement in technology, and proactively manage the ever changing situations from its external environment. Rehman, et al (2019) define organizational capabilities as an organization's capacity to enhance performance through the utilization of tangible and intangible resources. Organizational capabilities consist of operational, stakeholder relations, and strategic management components. Similarly, Trivellato, Martini, and Cavenago (2021) noted that organizations do not naturally have capabilities; rather, they focus on building them when they perceive it to be more beneficial than addressing immediate issues. Therefore, factors within the organization such as organizational structure and managerial decisions play a crucial role in determining its capabilities. It is crucial to reconsider

and restructure skills, assets, and capabilities that responds effectively to the dynamism of its current environment. The measures of management capability were; management commitment, resource allocation and organizational structure

Đorđević and Milanovic (2020) indicate that the commitment from the management of the firm is key to achieving success because when senior leadership is fully dedicated to the organization's goals and objectives, it serves as a positive model for employees to emulate which fosters a culture of responsibility and commitment within the organization, resulting in improved productivity and overall success. According to Nasomboon (2022), if management is dedicated to assisting and enhancing their employees, it leads to a workforce that is more engaged and motivated, resulting in enhanced organizational performance. In general, the degree of dedication exhibited by leaders has a direct influence on the prosperity and efficiency of a company.

Management dedication is a vital component of organizational capacities. Despite the significant technical aspects of e-commerce systems, it is essential to address managerial commitment towards changes in organizational processes and partnerships, both within and outside the organization (Chan, Huanyong & Zhao 2018). In their argument for management commitment, Nderitu, Mwaura, and Gichuhi (2019) pointed out that a major challenge faced by companies and managers today is establishing a workplace that can both attract and retain employees, as well as keep them motivated. This requires team leaders to find new ways to overcome this obstacle by using innovative, precise, and state-of-the-art strategies that will create an engaging work environment (Tarigan, 2018). Top management's dedication could enhance the competitive advantage. Leadership is essential for a business to thrive amidst competition. The level of dedication from management determines the success of implementing the strategy to promote innovation within the organization (Tarigan, Siagian & Jie, 2020).

Proper allocation of resources is vital in determining the effectiveness of an organization since effective allocation of resources can result in increased productivity, greater efficiency, and improved overall performance (Ma & Karri, 2019). Friebel and Raith (2020) observe that effective distribution of resources guarantees that every department or team has the essential tools and assistance to reach their objectives. Conversely, ineffective distribution of resources can lead to time, money, and effort being wasted, ultimately impeding the organization's success.

One of the key factors in a company's success is its distinct resources and the way they are distributed. A corporation's unique behaviors are built upon the organizational competencies that develop gradually. By collecting and allocating resources that work together, businesses develop their competitive advantage and organizational capabilities (Nielsen, 2018). By utilizing resources such as possessions, skills, organizational frameworks, corporate characteristics, information, and expertise, a company can develop and execute strategies to improve productivity and efficiency (Karugia & Lango 2019). Resource allocation is the intentional evaluation of both tangible and intangible requirements for processes and activities, followed by the prompt distribution of those necessities to workstations and personnel, as pointed out by Mapetere, Manhiwa, and Mangoma (2023). Resource redistribution through sharing between work stations and additional acquisitions may be included in resource allocation to facilitate strategy implementation. It is crucial to allocate resources in a manner that aligns with the organization's quality management system for successful plan execution. The distribution of resources in a company or firm is significantly impacted by its operational planning (Kusnaya, Lukman & Syafrizal, 2022).

Al-Qatawneh (2018) observes that the structure of any company affect its performance because an effectively planned system can enhance communication, decision-making, and workflow in

the organization, resulting in higher efficiency and productivity. Conversely, a disorganized company may face disorder, disputes, and inefficiencies that could impede its success. According to Nahm, Vonderembse and Koufteros (2023), aligning the structure with the organization's goals and objectives allows leaders to establish a solid foundation for success. Therefore, the organizations must consistently evaluate and adapt their structure to maintain support for their performance objectives.

The structure of an organization is a crucial element of its ability to carry out strategies effectively. The primary concern during implementation is determining the type of organizational structure that can effectively fit its goals and processes (Abdulyakeen & Danjuma, 2021). The progress of implementation might be hindered if there is a delicate power hierarchy between key shareholders and senior executives, caused by conflicting organizational structures. Its organizational structure refers to the set protocols for managing tasks, staff, and resources in a company (Mwanja, Oyugi & Iravo, 2020). An organization's environment consists of its structures, processes, and connections that enable its operations. This involves setting it up to facilitate effective functioning, which includes organizational structures, processes, and communication (Abuga, 2019). Proper alignment of the organizational structure is crucial for successfully implementing new business strategies. In an event, a company delay in making this adjustment, it could suffer from lower performance and a notable competitive drawback (Ackah, 2022).

1.1.3 Kenya Civil Aviation Authority

The Kenya Civil Aviation Authority (KCAA) is government entity that is mandated to oversight the Country's civil aviation. It's role is to ensure that air travel within the country is safe and efficient, as well as regulating aviation activities to meet international standards. Its headquarters

in Nairobi City County is where key decisions and policies are made to promote the growth and development of the sector. KCAA is tasked with the responsibility of ensuring the safe and efficient operation of civil aviation activities within the country which involves carrying out airline inspections and auditing and other facilities to make sure that they comply with the set safety guidelines and standards. The KCAA also issues licenses and certificates to aviation staff including the pilot, air traffic controllers and engineers maintaining the aircraft to ensure that they have the required qualifications and training standards. Additionally, the KCAA works closely with international aviation bodies to ensure that Kenya's aviation industry meets global safety and security standards.

1.2 Statement of the Problem

Organizations within aviation sector often face numerous challenges such as regulatory challenges, the aviation industry often operate with limited budgets, subject to political interference and challenges related to outdated or inadequate infrastructure (Cherop, 2019). Sylva and Amah (2021) observe that some of the key challenges faced by the aviation sector in terms of organizational capability include shortage of skilled workers in the aviation industry, particularly in areas such as air traffic control, maintenance, and pilot training, the aviation industry is heavily regulated, with strict safety and security requirements that must be adhered to and that the aviation industry is highly competitive, with airlines and airports competing for passengers and routes. Therefore, addressing these challenges and enhancing organizational capability in the aviation sector is very important maintaining the continuity and sustainability of public sector organizations within the industry.

The Kenya Civil Aviation Authority (KCAA) faces significant challenges in ensuring safe and efficient air travel. Key issues include safety compliance, where lapses in adherence to

regulations can lead to accidents and loss of public trust, necessitating a strong monitoring framework for airlines and service providers. Additionally, the KCAA contends with intense competition from low-cost carriers, pressuring traditional airlines to lower fares and improve service quality. This competitive landscape complicates the KCAA's role in maintaining safety and service standards. Operational inefficiencies, stemming from outdated processes and inadequate technology, further hinder the KCAA's effectiveness, resulting in service delays and increased costs. To address these challenges, the KCAA must enhance process management, streamline operations, and leverage technology, such as advanced data analytics, to improve efficiency.

Statistical data indicates that the Kenya Civil Aviation Authority in Nairobi City County, Kenya has been underperforming in various key areas. This includes issues such as delays in flight schedules, lack of proper maintenance of airport facilities, and inadequate safety measures in place. The data also shows a decrease in the number of flights operating out of Nairobi, which has had a negative impact on the local economy and tourism industry. Furthermore, the statistics reveal that the Kenya Civil Aviation Authority has been struggling to meet international standards and regulations which raise questions on how safe and secure the staff and passengers are. This underperformance has also affected the reputation of Nairobi as a major aviation hub in East Africa. Efforts are being made to address these issues and improve the performance of the Kenya Civil Aviation Authority, including implementing new safety protocols, investing in infrastructure upgrades, and enhancing training programs for staff. However, it is clear that more work needs to be done to bring the authority up to par with international standards and ensure the smooth operation of air travel in Nairobi City County (KCAA, 2023).

Okwemba (2019) investigated the capabilities of manufacturing firms in Kenya adopted and how they had contributed to their performance and revealed the firms had a very technological infrastructure and effective marketing strategies that had improved their performance significantly. Yet, the research highlights a gap in context due to its emphasis on various variables. Ong'esa (2020) analysed Airkenya Express Limited capabilities on their performance and found that the company had well trained staff, strong ICT infrastructure and communication strategies that had significantly influenced their performance. Nonetheless, the study participants were purposively chosen, resulting in a gap in context. Abikar and Muathe (2024) examined the correlation between the capabilities of Gigantic Property Management Company limited in Kenya and their influence on performance. The research discovered that marketing, product design, HR, and technology adoption have a strong impact on organizational performance. Nevertheless, the research was conducted at Gigantic Property Management Company Limited in Kenya. Thus, this research aimed to examine how organizational capabilities affect the performance of KCAA within Nairobi County, Kenya.

1.3 Objectives

1.3.1 General

Influence of organizational capabilities on the performance of KCAA within Nairobi City County, Kenya.

1.3.2 Specific

- i. To examine the influence of management commitment on the performance of KCAA in Nairobi City County, Kenya.
- ii. To establish the influence of resource allocation on the performance of KCAA in Nairobi City County, Kenya.

- iii. To explore the influence of organizational structure on the performance of KCAA in Nairobi City County, Kenya.

1.4 Research Questions

- i. What is the influence of management commitment on the performance of KCAA in Nairobi City County, Kenya?
- ii. How does resource allocation influence the performance of KCAA in Nairobi City County, Kenya?
- iii. To what extent does organizational structure influence the performance of KCAA in Nairobi City County, Kenya?

1.5 Significance of the Study

The outcomes of this research are anticipated to enhance the operational management of the KCAA who would get insights for the management of other aviation entities in Kenya. These entities would be equipped with a broader understanding of how factors such as management commitment, allocation of resources, and organizational structure impact the sector's performance within the dynamic economic landscape. Furthermore, this research is expected to be of significant interest to governmental bodies and policy makers, offering them a deeper understanding of how the adoption of organizational capabilities affects performance within the Kenyan aviation industry. Additionally, this study would contribute to the literature of how capabilities adopted by organizations are related to their performance and provoke the need for other scholars to carry out additional research.

1.6 Scope of the Study

The KCAA within the Nairobi City County, Kenya was the study location. The focus was on assessing the organizational capability, with an emphasis on management commitment, resource

allocation, and organizational structure. The research design chosen for this study was explanatory, aiming to elucidate the factors influencing these capabilities. The selection of the sample utilized a stratified sampling method to ensure representation across various organizational levels. The participants were employees of KCAA. To gather data, a semi-structured questionnaire was administered. The descriptive and inferential techniques were used in the analysis of the data.

1.7 Limitations of the Study

The fear from the respondents could hinder the study progress who would shy from sharing pertinent information for the study. Nonetheless, this issue can be addressed by guaranteeing the respondents the utmost confidentiality of any information they disclose, ensuring it remains strictly confidential and were not disseminated to third parties. Additionally, the demanding schedules of respondents could potentially impact process of collecting data. However, the researcher preferred sharing the questionnaire through the respondents' email.

1.8 Study Organization

The organization of this project is in five chapters; The first chapter is based on the general overview of the study's variables, the issues the study sought to address, objectives and questions, the contribution of the study finding to various stakeholders, the extent the study will cover and limiting factors that could hinder the study progress. Chapter two gives a description of theories that anchor the study variables, the review of related studies from different authors and gaps on each identified and the explanation of how variables relate to one another using a conceptual framework. Chapter three covers the methodology that the research adopted. Chapter four is about findings and A summary of these findings, conclusions, and recommendations are provided in Chapter 5, along with a list of topics that require more research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter highlights theories, related studies from other researchers, gaps and description relationship between variable through a diagram.

2.2 Theoretical Review

The segment delineates theoretical frameworks that underpin the variables of the research. These frameworks encompass the balance scorecard model, contingency theory, and resource-based view theory. They are outlined as follows;

2.2.1 Balance Scorecard Model

The Balanced Scorecard Model developed by Kaplan and Norton (1996), is a tool for management of organizational strategies designed to facilitate the measurement and management of organizational performance in a balanced and comprehensive manner. The model provide an organized way in an organization can align their objectives, measures, targets, and other strategies that cut different perspectives, including financial, customer, internal processes, and learning and growth. According to Kaplan and Norton (1996), this model is capable to provide organizations with a holistic perspective on their performance. By incorporating multiple viewpoints, organizations can sidestep the limitations of focusing exclusively on financial metrics, which may not fully encapsulate the complexity of their performance. The Balanced Scorecard Model empowers organizations to evaluate their performance from diverse angles, thereby ensuring that critical aspects of their operations are not overlooked.

Burtseva and Chausow (2018) have noted that the balanced scorecard model gives organizations an opportunity to transform their strategic plans into operational objectives and metrics. It offers a structured approach to establishing targets and monitoring progress towards strategic

objectives. Bostan and Grosu (2021) further suggest that the balanced scorecard model enhances communication and alignment within the organization. Consequently, by providing a shared language and framework for performance measurement, the balanced scorecard model aids in fostering communication and comprehension across various departments and hierarchical levels within the organization.

This model holds significant relevance to the research because it can be used to assess the performance of KCAA in across multiple perspectives, including financial, customer, internal processes, and learning and growth. By implementing the balanced scorecard, KCAA can align its operational activities with its strategic objectives. In the aviation sector, customer satisfaction is paramount. The balanced scorecard encourages a culture of continuous improvement within KCAA. The model is used to explain performance variable.

2.2.2 Contingency Theory

The concept of contingency, as established by Fielder in 1960, posits that organizational behavior is shaped by a complex interplay between the external environment, technological advancements, and cultural influences. It suggests that there exists no universally optimal strategy for organizational development, arguing instead that organizations excel when they are attuned to their specific context (Bess & Dee, 2008; Scott, 1992). Moreover, the theory posits that the efficacy of a leader is contingent upon a variety of factors, including the nature of the task, the leader's character, and the composition of the team they lead. Organizations are urged to adapt to the changing dynamics of the business landscape, even in the face of resistance, to avoid a deterioration in performance (Donaldson, 2001).

Contingency theory posits that the firm's efficiency is attained by customizing and structuring to align with the specific circumstances it finds itself in (Sousa & Voss, 2008). These specific circumstances, also known as contingency variables, encompass elements such as culture and strategy (O'Regan and Ghobadian, 2006). From this viewpoint, organizations aim to enhance their performance by achieving a better fit and alignment with their specific contingency factors, thereby adapting to the dynamic environment in which they function. The concept of fit is perceived as a dynamic, ongoing process, especially in the context of rapidly evolving business environments (McAdam, Miller & McSorley, 2019). Nonetheless, Judge and Robbins (2017) have argued that contingency theory fails to provide managers with clear, prescriptive guidelines. While the theory underscores the importance of flexibility and adaptability, Judge and Robbins further assert that it lacks definitive instructions on how managers should adjust their strategies to suit specific conditions.

The contingency theory emphasizes the need for organizations to adapt their strategies and operations based on these external variables. Different situations require different management styles and organizational structures. Contingency theory suggests that KCAA should assess its internal capabilities and the specific challenges it faces in Nairobi City County. By strategically allocating resources, KCAA can enhance its capacity to manage air traffic, improve safety standards, and provide better services to stakeholders. The theory is used to explain the organizational structure variable

2.2.3 Resource Based View Theory

The development of Resource Based View (RBV) was done by Penrose (1959), presenting a framework for the efficient management of organizational resources, diversification strategies, and production capabilities. Penrose's seminal works were among the first to conceptualize the

corporation as a cohesive assembly of resources designed to address and resolve questions concerning the attainment of its objectives and strategic behavior. Within Penrose's (1959) theory of the effective management of firm resources, it is emphasized that managers play a pivotal role in identifying and pursuing opportunities for production. In an environment characterized by dynamism, managers possess the ability to alter the resources that offer productive services and the demand conditions that influence their production capabilities. Organizations that possess top-tier management talent, enabling them to harness superior production capabilities and achieve superior returns, are particularly adept at leveraging these skills.

The RBV theory offers a structured framework for emphasizing and predicting the foundational elements that contribute to organizational performance and competitive advantage. This theory adopts an internally focused perspective, concentrating on the internal resources of the organization rather than external factors, to comprehend the outcomes of leveraging organizational activities (Kozlenkova, Samaha & Palmatier, 2018). RBV resources encompass the assets, process adopted by firms, the firm's capability, attribute, awareness, and information that are owned by the organization and utilized to devise strategies aimed at enhancing efficiency and effectiveness (Barney, 1991).

The RBV theory is all about the importance of firm's resources and their contribution to its performance. Therefore, the KCAA's workforce, including skilled aviation professionals, engineers, and regulatory experts, represents a vital resource. The expertise and experience of these individuals can enhance the authority's operational efficiency and regulatory effectiveness. For the KCAA, developing and maintaining such resources can lead to sustainable performance over time. For instance, a strong reputation for safety and regulatory compliance can be a unique

asset that other organizations operating within the same industry cannot imitate. The variable is used to explain resource allocation.

2.3 Empirical Review

2.3.1 Management Commitment

Research conducted by Sirma, Misoi, and Omillo (2019) investigated the impact of top management support on the operational performance of commercial banks in Nandi County, Kenya. Employing an ex-post facto research strategy, the study focused on 177 employees from regional banks, choosing a sample of 123 via simple random sampling. Information was gathered through a survey. Findings indicated that support from top management was prevalent, demonstrated by the regular implementation of Quality Management Systems (QMS) enabled through effective communication and frequent evaluations. Correlation analysis showed a noteworthy positive association ($p < 0.05$) between management backing and operational performance. Nonetheless, the ex-post facto design poses a methodological constraint.

Lowalan, Mutiiria, and Gichunge (2023) performed a study to evaluate the impact of top management commitment on the performance of the supply chain in Turkana County Government. A descriptive research methodology was employed, focusing on a population of 137 individuals, which comprised 10 Chief Officers, 18 County Public Service Board members, 41 County Executive Committee members, and 52 Directors. The final sample comprised 102 participants, with data gathered through a structured questionnaire. Descriptive statistics examined the survey data, while regression and correlation analyses evaluated the hypotheses. The research revealed a notable positive relationship between the commitment of top management and the efficiency of the supply chain in Turkana County, although these findings are particular to this setting.

Zekeri, Rahman, and Abubakar (2023) performed research to assess top management's dedication to the performance of specific restaurants in Ilorin, Nigeria. They employed a cross-sectional survey method and simple random sampling to choose six registered dining establishments. The research utilized both descriptive and inferential statistical methods, testing hypotheses via regression analysis with PLS4 software. The findings indicated a strong relationship between management commitment and restaurant performance. Nevertheless, the cross-sectional approach might present a methodological gap.

2.3.2 Organizational Structure

Onono (2018) researched how organizational structure impacts performance at General Electric Africa. Employing a descriptive research approach and a formal questionnaire for quantitative data gathering, the analysis of the data utilized descriptive statistics. The research additionally examined the link between organizational structure and performance using Pearson correlation analysis, highlighting a notable positive correlation. This emphasizes the significance of organizational structure for performance results, especially in the context of General Electric Africa.

Korir and Kyule (2020) researched the link between governance frameworks and the effectiveness of county governments in Kenya using a descriptive methodology, with data collected from a total of 136 respondents at the departmental level within metropolitan counties, utilizing self-administered questionnaires. Data analysis utilized descriptive and inferential statistics, revealing that governance structures significantly affect county performance, facilitating the approval of potential suppliers based on their capability to fulfill assigned tasks. However, the study employed a convenience sampling method, which could have introduced potential biases in the sample.

Udayanga (2020) conducted a study on SMEs in Sri Lanka to analyze how organizational structure affects performance. This study involved the collection of information from a total of 383 small and medium-sized business owners through a meticulously designed questionnaire. A structural equation modeling approach was utilized, employing empirical survey data gathered from the Sri Lankan small and medium-scale industry. The research identified a positive correlation between business performance and several factors, including specialization, departmentalization, span of management, hierarchy, and delegation. However, the measurement of organizational structure was primarily focused on specialization, span of management, and delegation.

2.3.3 Resource Allocation

Ali, Ogolla, and Nzioki (2022) examined how resource distribution affects the performance of cement manufacturing firms in Kenya, concentrating on 209 employees from five leading companies. They employed stratified random sampling to choose 137 participants and collected information using surveys. The study discovered a strong positive relationship between organizational effectiveness and resource distribution. although it was confined to the cement sector in Kenya.

Omollo, Ngacho, and Onyango (2017) examined the impact of resource allocation on the performance of South Nyanza Sugar Company Limited in Kenya. Employing a descriptive research approach, they concentrated on 994 employees, choosing a sample of 329 for data gathering through a questionnaire. The analysis of data was conducted both qualitatively and quantitatively to achieve the study's aims. The results were crucial for the organization in reformulating its strategy and improving resource distribution initiatives, particularly for South Nyanza Sugar Company Limited.

Wanjiku and Anyieni (2022) analysed the distribution of resources by Nyandarua County Assembly on performance through a descriptive research approach. Data was gathered from the management team and assembly members, then analyzed using SPSS v.25.0. The examination encompassed both descriptive and inferential techniques, including regression and correlation analyses. Findings showed that 72.1% of the assembly's effectiveness was linked to resource distribution, and the Pearson correlation assessment demonstrated a notable positive connection, with a correlation coefficient of 0.698 and p-values of 0.000. However, the context of the study was specifically focused on Nyandarua County Assembly.

2.4 Summary and Gap

Table 2.1: Summary and Gap

Name	Research focus	Result	Gap	Present research focus
Sirma, Misoï and Omillo (2019)	Top management support and performance	Support from the management was a consistent practice within Nandi County commercial banks, as evidenced by the regular implementation of Quality Management Systems (QMS).	the study utilized an ex-post facto retrospective research strategy, which introduces a methodological gap	The research utilized an explanatory research design.
Lowalan, Mutiiria and Gichunge (2023)	Top management commitment and performance	Notable positive relationship between the commitment of top management	The findings are specific to the context of the Turkana County Government	The research concentrated on evaluating the performance of the Kenya

		and the efficiency of the supply chain in Turkana County		Civil Aviation Authority within the confines of Nairobi City County, Kenya.
Zekeri, Rahman and Abubakar (2023)	Level of commitment demonstrated by top management on performance	management commitment strongly related with performance	the study's cross-sectional survey design may introduce a methodological gap	The research utilized an explanatory research design
Onono (2018)	Influence of organizational structure on performance within General Electric Africa	Highlighted a notable positive correlation	The study was specifically focused on the context of General Electric Africa, highlighting the importance of considering the specific organizational context when interpreting the findings	KCAA performance based in Nairobi City County, Kenya.
Korir and Kyule (2020)	Structure and the County governments' performance	Governance structures significantly influence county performance, facilitating the approval of potential suppliers based on their	the study employed a convenience sampling method, which could have introduced potential biases in the sample	The research utilized an explanatory research design

		capability to fulfill assigned tasks.		
Udayanga (2020)	Influence of organizational structure on performance	A positive correlation between business performance and various factors, including specialization, departmentalization, span of management, hierarchy, and delegation	The measurement of organizational structure was primarily focused on specialization, span of management, and delegation	The dimensions of organizational structure included authority, responsibility, centralization, and decentralization.
Omollo, Ngacho and Onyango	Allocation of resources on organizational performance	The findings of this study were instrumental in guiding the organization towards reorganizing its strategic approach and enhancing existing resource allocation programs	South Nyanza Sugar Company Ltd	Performance of KCAA

2.5 Conceptual Framework

The conceptual framework as defined by Mugenda and Mugenda (2003) is a theoretical structure that outlines the key concepts, variables, and relationships that are being studied in a research project. The following figure 2.1 describes the relationship between independent variables (management commitment, organizational structure and resource allocation) and the dependent variable (organizational performance).

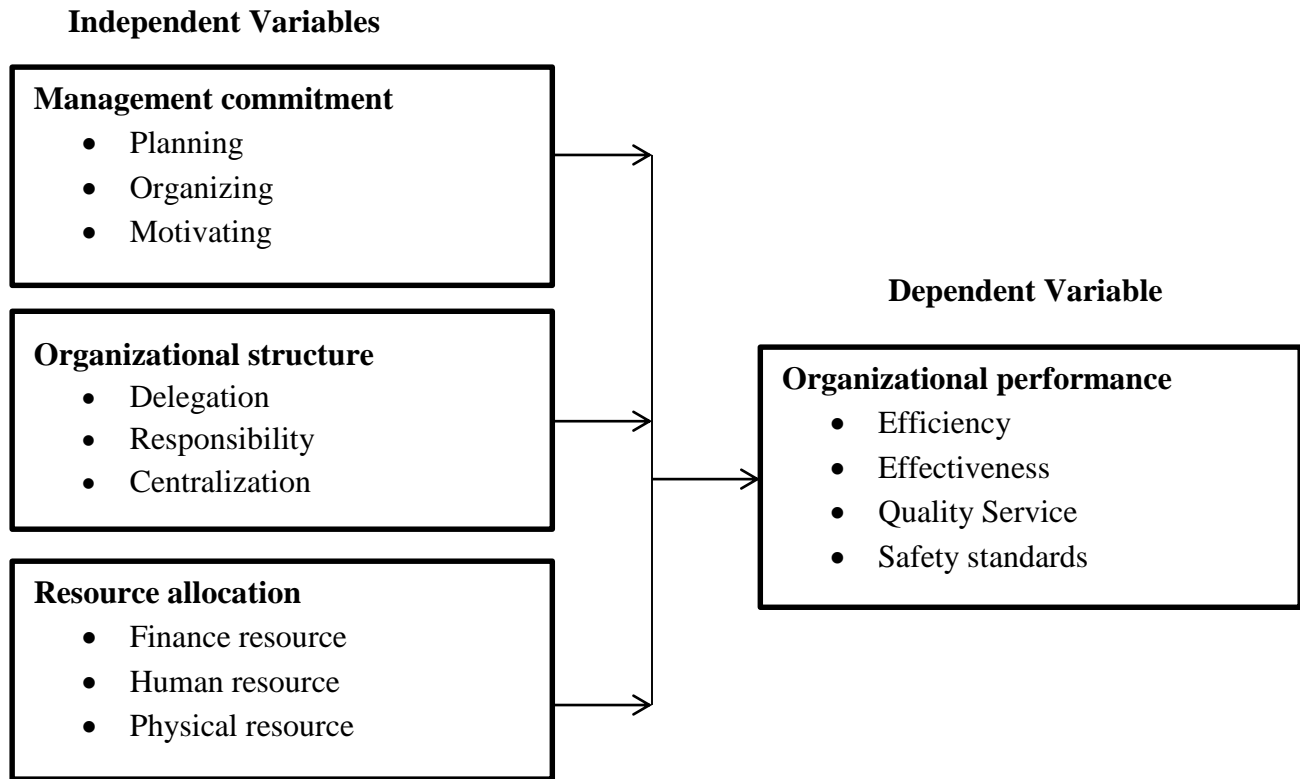


Figure 2.1: Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter encompasses design adopted, the population, the methodology for selecting the sample, the appropriate sample size, the instruments used for data collection, piloting test, the procedure for collecting data, the method for analyzing the data, and considerations regarding ethics.

3.2 Research Design

An explanatory research design was employed. The objective of this design, as delineated by Baskerville and Pries-Heje (2018), is to elucidate the causes and relationships among variables, as well as to elucidate the reasons behind a specific phenomenon and its interactions with other variables. Fisher and Ziviani (2020) posit that an explanatory research design is characterized by the process of testing a hypothesis or theory, establishing cause-effect relationships from collected data through surveys, experiments, or other empirical methods, and subsequently analyzing this data to see how variables were correlated. Therefore, the design would assist in gaining a proper comprehension of how capabilities adopted by KCAA had influenced their performance.

3.3 Population

Population is a specific set of persons that is to be examined or other initiative aims to scrutinize or from which the findings can be based generalized to. The focus of this study was on the Kenya Civil Aviation Authority (KCAA). A total of 173 participants was the study's population, encompassing senior executives, middle-level managers, and junior operational staff within the KCAA.

Table 3.1: Population

Ranking of respondents	Population	Percentages
Top-ranking executives	10	5.8%
Intermediate-level managers	58	33.5%
Entry-level operational staff	105	60.7%
Total	173	100

Source: KCAA, HRM report (2023)

3.4 Sampling Design and Sample Size

Burger and Silima (2016) indicate that sampling is important because it provides a complete way of putting the population into manageable groups that can be easily examined allowing for easy method of identifying a sample size. The present study had respondents from different ranks and therefore, a stratified sampling method was adopted. Subsequently, application of simple random sampling technique was done.

The sample size was scientifically determined using Yamane (1967) formula and its expression is as follows.

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

$$n = \frac{173}{1 + 173(0.05 * 0.05)} = 120$$

The sample size was 120 respondents, representing a factor of 0.695, or 69.5%. Consequently, the allocation of respondents across various strata was determined based on this factor.

Table 3.2: Sample Size

Respondents	Populations	Sampling percentage	Sample sizes	Percentages
Top-ranking executives	10	0.695	7	5.8

Intermediate-level managers	58	0.695	40	33.3
Entry-level operational staff	105	0.695	73	60.3
Total	173	0.695	120	100

3.5 Data Collection Instrument

A semi-structured questionnaire was used. The basic advantage of employing primary data is its organization in alignment with the specific research objective. The use of a structured questionnaire was preferred due to its efficiency and facilitation of large-scale data collection. Various factors were examined to ensure a reduction in the number of related responses while maintaining a diversity of responses. The segments of the questionnaire was in into two sections, each focusing on questions related to the respondents' personal information as well as the independent and dependent variables.

3.6 Pilot Study

Prior to initiating any substantial quantitative research endeavor, it is customary to undertake a pilot study. This preliminary investigation serves several purposes, including assessing the feasibility of the research instruments under consideration, thereby improving the quality of the research, identifying the necessity for modifications in methods that fail to yield meaningful data (Orodho, 2005). Mugenda and Mugenda (2003) show that a 10% of the sampled respondents is adequate number that can be used during pretest. In accordance with this guidance, this study employed a sample size of 19 participants for the pilot study, which was conducted at the Kenya Airports Authority.

3.6.1 Validity

Characterizing the study's sample demographics is necessary for content validity. Gillham (2008) states that in order for a study's recognized understanding to be considered content valid, it must be in line with a larger body of knowledge. In this research, the idea of using content validity test was for the evaluation of the level at which the constructs gives the measurements that are intended for. Furthermore, the supervisor from the University meticulously scrutinized the tool' validity. The criterion validity assessed the level at which predictions could accurately be possible. Concurrently, the construct validity was also determined to see the relevance of the findings. In particular, to ascertain whether the test effectively measured the expected concepts.

3.6.2 Reliability

The idea of consistency pertains to the degree of uniformity in measurement outcomes across identical subjects, under various conditions, and employing consistent methodologies (Lambert, Burlingame, Umphress & Yanchar, 2021). Reliability, serving as its cornerstone, seeks to gauge the consistency of these measurements. The reliability of the questionnaire was assessed using a Cronbach's alpha test. As per Saris and Gallhofer (2022), an instrument collecting reliable data should achieve an alpha value of 0.70 or above. Consequently, a correlation coefficient of 0.778 was obtained, demonstrating the validity of the survey.

Table 3.3: Reliability Test Results

Variable	Alpha value
Management commitment	0.815
Resource allocation	0.784
Organizational structure	0.799
Performance	0.712
Aggregate score	0.778

3.7 Process of Collecting Data

A permission was sought the KCAA's management. The questionnaires were sent the respondents' emails. It was anticipated that the utilization of questionnaires streamlined the data collection process, thereby ensuring prompt access to all selected participants. Following the completion of data collection.

3.8 Analysis and Presentation of Data

The study utilized a multifaceted approach to data analysis, incorporating both quantitative and qualitative methodologies. The analysis of qualitative data was subjected to content analysis. The findings were conveyed in a narrative format, aligning with the objectives of the research. On the other hand, quantitative data collected through questionnaires, was subjected to descriptive statistical analyses (mean, standard deviation). The variables were regressed to see the how they had influenced each other. An SPSS software was used in generating the findings that were in tables or figures.

The following equation represent the way in which the variables were regressed

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

Y= Performance

X₁= Management commitment

X₂= Organizational structure

X₃= Resource allocation

$\beta_1 - \beta_3$ = Coefficients

ε = Error term

3.9 Ethical Consideration

To uphold ethical standards throughout the data collection phase, the researcher commenced by securing a research permission from NACOSTI and an initial letter from the university. This step was crucial for establishing a formal introduction with the pertinent authorities. Subsequently, participants were invited to engage in the study. Before allowing the respondents to take part in the study, awareness of the study's intention was made to them, ensuring they were fully informed. Furthermore, it was made clear to the participants that their information was protected and was not shared with any third parties.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This section showcases the findings derived from the field data analysis.

4.2 Response Rate

The respondents who were sent the questionnaires were 120 but it was realized that not all of them attended the questionnaire.

Table 4.1: Response Rate

Category	Number	%
Respondent	109	90.8%
Did not respond	11	9.2%
	120	100

The results illustrated in Table 4.1 reveals that the obtained response rate stood at 90.8%, while the non-response rate was 9.2%. Thus, it can be deduced that this response rate is sufficient for making generalizations and reaching conclusions, as Mugenda and Mugenda (2003) argue that if the study attains a response rate of 70% or more, means that the number is representative of the sample.

4.3 Respondents' Demographic Data

The respondents' background details were examined according to their sex, age group, educational attainment, and duration of employment at the KCAA.

4.3.1 Gender

Figure 4.1 illustrates the findings regarding the percentage of gender representation of the participants.

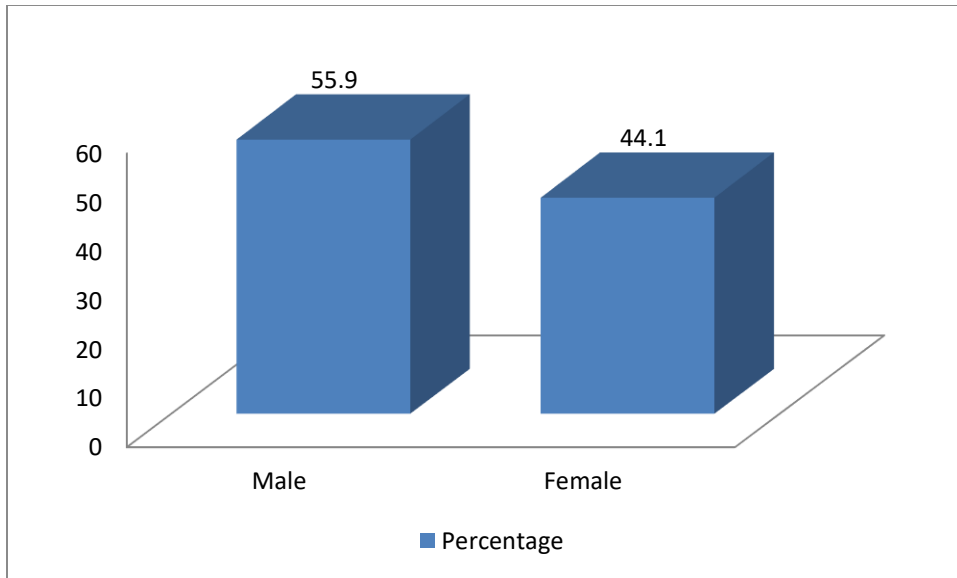


Figure 4.1: Gender

The finding reveals that a significant portion of the survey participants was male, constituting 55.9%, whereas female participants made up 44.1%. This disparity in gender representation highlights the crucial influence that organizational capabilities exert on overall performance.

4.3.2 Age Bracket

Table 4.3 illustrates the findings regarding the percentage of age representation of the participants.

Table 4.3: Age Bracket

Years	Number	%
> 29	9	8.3
30-39	36	33.1
40-49	43	39.4
50 or plus	21	19.3
Total	109	100

The result show that those respondents who fell within the age range of 40 to 49 years, accounted for 39.4%. Meanwhile, 33.1% were aged between 30 and 39 years, 19.3% were aged 50 years and above, and 8.3% were under 29 years old. It was an indication that participants who took part spanned a wide range of ages. This diversity was advantageous to the study, as newer

employees can offer innovative insights and unique perspectives to the organization, while older employees can leverage both their professional and personal experiences, contributing to enhanced organizational performance.

4.3.3 Education Level

Figure 4.2 illustrates the findings regarding the percentage of education representation of the participants.

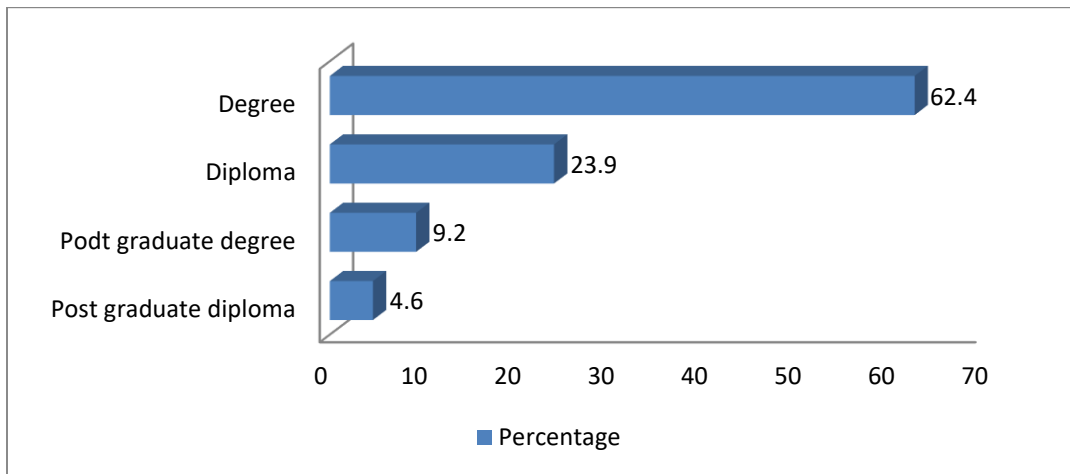


Figure 4.2: Education Level

The results show that a larger portion of respondents with bachelor degree or above was represented by 86.3%. This shows that the organization had recruited employees of higher education standards and focused on career growth of their employees.

4.3.4 Work Experience

The findings regarding the participants' number of years they had worked with KCAA.

Table 4.3: Work Experience

Years	Number	%
Below 5	12	11.1
5-9	32	29.4
10-14	38	34.9
15+	27	24.8
Total	109	100

The results indicate that 59.7% with over 10 years, whereas 40.5% had less than 10 years of experience. The mix of experienced and less experienced staff suggests a diverse skill set that can enhance organizational capabilities.

4.4 Descriptive Statistics Results

This section determine the level of agreement from the respondents on each variable with results expressed in Mean (M) and Standard Deviation (SD).

4.4.1 Management Commitment

Table 4.4: Management Commitment

Statement	M	SD
Planning allow organizations foresee events that are most probable and to prepare accordingly.	4.11	0.89
Effective learning equips leaders with the necessary roadmap to align the organization's functional activities with the achievement of established goals.	4.67	0.33
An organized structure enhances business efficiency and contributes to the reduction of waste.	4.24	0.76
An organized structure aligns the individual goals of employees with the overarching objectives of the firm.	4.59	0.41
Employee motivation significantly influences the quality of work and enhances performance within an organization.	4.51	0.49
An increase in motivation results in improved performance and efficiency, thereby making employees more satisfied with their current position and the organization as a whole.	4.53	0.47
Overall score	4.44	0.56

The statements strongly agreed were; effective learning equips leaders with the necessary roadmap to align the organization's functional activities with the achievement of established goals (M=4.67, SD=0.33), an organized structure aligns the individual goals of employees with the overarching objectives of the firm (M=4.59, SD=0.41), employee motivation significantly influences the quality of work and enhances performance within an organization (M=4.51, SD=0.49), an increase in motivation results in improved performance and efficiency, thereby making employees more satisfied with their current position and the organization as a whole

($M=4.53$, $SD=0.47$). The findings underscore the critical role of effective learning, goal alignment, and employee motivation in driving organizational success. The finding agrees with Đorđević and Milanovic (2020) research that advocates for a holistic approach to leadership and management, emphasizing the interconnectedness of employee engagement, motivation, and organizational effectiveness.

The respondents agreed that; planning enables organizations to foresee events that are most probable and to prepare accordingly ($M=4.11$, $SD=0.89$) and an organized structure enhances business efficiency and contributes to the reduction of waste ($M=4.24$, $SD=0.76$). Generally, the finding implies that effective planning and a well-structured organization are integral to enhancing operational efficiency and minimizing waste. These results align with Nasomboon (2022), research that observe that strategic foresight and organizational design are critical in achieving optimal performance.

The finding also indicate that there was a general agreement from the respondents on all the statements regarding the commitment of KCAA management and its performance ($M=4.44$, $SD=0.56$). The result shows the significance of management commitment as a key driver of organizational performance within the Kenya Civil Aviation Authority, suggesting that continued focus on this area could yield substantial benefits for the organization and its stakeholders. This finding aligns with Sirma, Misoi, and Omillo (2019), research observation that when management is actively engaged and committed to their organization's goals enables the employees to be accountable and motivated.

The study sought responses from the respondents on how the commitment of KCAA's management had influenced its performance. The responses given are provided as follows;

‘The way the KCAA management was dedicated had improved effectiveness of the organization. Nurturing the way employees were accountable and excellent, management drives improvements in various operational processes, leading to better service delivery and compliance with aviation standards. The dedicated leadership inspires staff, promote teamwork, and facilitate the implementation of strategic initiatives that align with the authority's goals, ultimately leading to the growth and development of the sector.’

4.4.2 Resource Allocation

Table 4.5: Resource Allocation

Statement	M	SD
Allocating the appropriate resources to the correct engagement at the appropriate time enhances efficiency and reduces the risk of exceeding budget.	4.54	0.46
Effective allocation of resources ensures that work is distributed equitably among all team members, thereby preventing burnout among the staff.	4.19	0.91
Proper allocation of resources empowers teams by guaranteeing that team members possess the requirement skills to effectively complete their assigned tasks.	4.67	0.33
Employing an efficient resource allocation process enables a company to achieve higher utilization rates, increased employee satisfaction, and improved retention rates at the same time.	4.51	0.49
Utilizing an efficient resource allocation mechanism facilitates the management of skills and talent without interruptions or negatively affecting the continuity of projects.	4.01	0.99
The introduction of new technologies, such as a resource allocation tool, can significantly enhance productivity, both in the short and long term.	3.21	1.79
Overall score	4.19	0.83

The results statements that were strongly agreed were; allocating the appropriate resources to the correct engagement at the appropriate time enhances efficiency and reduces the risk of exceeding budget (M=4.54, SD=0.46), proper allocation of resources empowers teams by guaranteeing that team members possess the required skills to better achieve their assigned responsibilities (M=4.67, SD=0.33), employing an efficient resource allocation process enables a company to

achieve higher utilization rates, increased employee satisfaction, and improved retention rates at the same time ($M=4.51$, $SD=0.49$). The finding suggests that a proactive approach to resource allocation is very important in driving both operational success and employee engagement. The finding agrees with Ma and Karri (2019) research observation that that when resources are allocated thoughtfully, firm enhances how efficient the operations and nurtured much engagement and capability of staff.

The statements agreed by the respondents were; effective allocation of resources ensures that work is distributed equitably among all team members, thereby preventing burnout among the staff ($M=4.19$, $SD=0.91$), utilizing an efficient resource allocation mechanism facilitates the management of skills and talent without interruptions or negatively affecting the continuity of projects ($M=4.01$, $SD=0.99$). The results show that organized resource allocation reduces burnout and promotes a more engaged and skilled workforce, highlighting the importance of strategic resource management for organizational success. These results are consistent with Friebel and Raith (2020) research observation that organizations that prioritize equitable task distribution and skill-based resource allocation tends to face small rate of employees who leave the organization.

The respondents had a neutral view that the introduction of new technologies, such as a resource allocation tool, can significantly enhance productivity, both in the short and long term ($M=3.21$, $SD=1.79$). The finding imply the complexity of integrating new technologies into existing systems and the importance of addressing employee concerns and expectations to facilitate a smoother transition. The finding agree with Omollo, Ngacho, and Onyango (2017) research observation that while some employees embrace technological innovations as tools for

improving efficiency and productivity, others may view them with caution, fearing disruptions to established workflows or a lack of adequate training and support.

The allocation of resources by KCAA and its influence on performance was agreed by the respondents to have influenced their performance (M=4.19, SD=0.83). The results reflect the respondents' experiences and observations regarding the positive outcomes associated with well-allocated resources, such as improved safety standards, enhanced customer service, and better regulatory compliance. This finding aligns with Ali, Ogolla, and Nzioki (2022) research that highlighted the critical role that adequate and strategic resource distribution plays in enabling organizations to achieve their objectives and improve their overall effectiveness.

The respondents were also asked to indicate how resource allocation impacts the performance of the KCAA. The responses given are provided as follows;

The organizations is given mandate to regulate and oversee civil aviation operations within the country and the way resources such as funding, personnel, and infrastructure are allocated can significantly influence its ability to perform its functions efficiently. Adequate financial resources are essential for maintaining safety standards, investing in technology, and training staff, all of which contribute to the overall effectiveness of the authority. The strategic allocation of resources enhances the authority's capacity to respond to challenges in the aviation sector, improve service delivery, and ensure compliance with international aviation regulations.'

4.4.3 Structure

Table 4.6: Structure

Statements	M	SD
Delegation of responsibilities to subordinates and other staff members within organizations alleviates managers from numerous work-related pressures.	4.60	0.40

The act of delegation contributes to the enhancement of team morale, the improvement of efficiency and productivity, and the promotion of enthusiasm, innovation, and cooperation.	3.02	1.98
The assignment of roles facilitates the effective management of teamwork.	3.42	1.58
The allocation of responsibilities among employees enables the effective utilization of the diverse strengths and skills present within the team, resulting in improved outcomes.	4.00	1.00
The centralization of services improves efficiency, clarifies roles and responsibilities, and enhances overall effectiveness.	3.73	1.47
The centralization of services also influences the culture and management style of a company.	4.10	0.90
Overall score	3.81	1.22

The statements strongly agreed by the respondents were; the delegation of responsibilities to subordinates and other staff members within organizations alleviates managers from numerous work-related pressures (M=4.60, SD=0.40). This shows that the assignment of responsibilities alleviates the pressures faced by managers and also contributes to a more engaged and productive workforce, ultimately benefiting the organization as a whole. The finding agree with Chan, Huanyong and Zhao (2018) research finding that show that a well-structured delegation process can enhance overall organizational efficiency and employee morale.

The respondents agreed that; the allocation of responsibilities among employees enables the effective utilization of the diverse strengths and skills present within the team, resulting in improved outcomes (M=4.00, SD=1.00), the centralization of services improves efficiency, clarifies roles and responsibilities, and enhances overall effectiveness (M=3.73, SD=1.47), the centralization of services also influences the culture and management style of a company (M=4.10, SD=0.90). The finding indicates that the distribution of responsibilities and the centralization of services are pivotal in optimizing team performance and organizational effectiveness. These findings align with Onono (2018) study that advocate for strategic management practices that harness individual strengths while promoting a unified organizational culture.

The respondents had a neutral view on the following statements; the act of delegation contributes to the enhancement of team morale, the improvement of efficiency and productivity, and the promotion of enthusiasm, innovation, and cooperation (M=3.02, SD=1.98), the assignment of roles facilitates the effective management of teamwork (M=3.42, SD=1.58). The finding indicates that delegation approach allows team members to concentrate on their skills and fields of knowledge, ultimately resulting in enhanced performance and productivity. The finding is in contrary to the Korir and Kyule (2020) research finding that effective delegation practices lead to improved team cohesion, increased motivation, and enhanced overall productivity.

The structure adopted by KCAA and its influence of performance was agreed (M=3.81, SD=1.22). The finding implies that the respondents perceive the organizational structure as a significant factor contributing to the authority's ability to meet its objectives and fulfill its mandate. The finding agree with Udayanga (2020) research that demonstrated that a well-defined organizational structure can enhance communication, streamline decision-making processes, and ultimately lead to improved operational efficiency.

The respondents were also asked to indicate how organizational structure impacts the performance of KCAA. The responses given are provided as follows;

The organization structure encompasses the hierarchy, roles, and communication channels within the organization, which collectively influence how efficiently the authority carries out its functions. A well-defined organizational structure enhances decision-making processes, streamline operations, and improve coordination among various departments, finally enhancing service delivery and regulatory compliance in the aviation sector. Conversely, a poorly designed

structure hinders performance, create confusion, and lead to inefficiencies, impacting the overall effectiveness of the authority in managing civil aviation in Kenya.’

4.4.4 Employee Performance

Table 4.7: Employee Performance

Statements	M	SD
Operations have become more streamlined, leading to an increase in productivity, as a result of enhanced efficiency.	3.01	1.99
The organization has achieved optimal operational efficiency, which has resulted in cost savings, thereby enhancing profitability.	2.95	2.05
The organization has consistently met its goals and objectives.	3.12	1.88
The organization has successfully produced the desired outcomes and generated value for its stakeholders.	3.34	1.66
The quality of services provided by the organization has been elevated.	2.57	2.43
The services provided by the organization meets the needs of customers	2.83	2.17
Overall score	2.97	2.03

The respondents expressed a neutral view that; operations have become more streamlined, leading to an increase in productivity, as a result of enhanced efficiency (M=3.01, SD=1.99), the organization has achieved optimal operational efficiency, which has resulted in cost savings, thereby enhancing profitability (M=2.95, SD=2.05), the organization has consistently met its goals and objectives (M=3.12, SD=1.88), the organization has successfully produced the desired outcomes and generated value for its stakeholders (M=3.34, SD=1.66), the quality of services provided by the organization has been elevated (M=2.57, SD=2.43) and the services provided by the organization meets the needs of customers (M=2.83, SD=2.17). The finding indicates that while there are some positive developments in operational efficiency and goal achievement, they also highlight areas that require attention, particularly in service quality and customer satisfaction. The results is different from Kim (2021) research observation that indicate positive

developments in operational efficiency and goal achievement, they also highlight areas that require attention, particularly in service quality and customer satisfaction.

The respondents had a neutral agreement on performance of Kenya Civil Aviation Authority (M=2.97, SD=2.03). The findings highlight the importance of organizational structure in the context of the Kenya Civil Aviation Authority, suggesting that stakeholders recognize its influence on operational success. The finding is in contrary to Brown (2023) research who states that there are measurements that offer visibility into an organization's success in reaching its goals, fulfilling its objectives, and carrying out its mission.

4.5 Regression Analysis Results

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869	.755	.719	1.0524

The results indicate and R value of 0.869 which imply the variables are positively related. This implies that performance is likely to be improved by increased amounts of these components. The model's strength is further supported by R square (adjusted) value of 0.719 (71.9%), indicating that even after controlling for the number of predictors, a sizable amount of performance variance is still explained. This indicates that 28.1% is explained by other relevant variables that were not examined. Reliability is indicated by the estimate's standard error of 1.0524, which indicates that the model's forecasts and real values are approximately aligned.

Table 4.9: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	210.534	3	70.178	86.564	0.002
	Residual	85.124	105	0.811		

	Total	295.658	108			
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The results as shown in Table 4.9 are as follows; the performance of KCAA is significantly influenced by management commitment, resource allocation, and organizational culture, as indicated by the mean square value of 70.178, which shows a large variance explained by these factors. The model's statistical significance and low probability of random chance are indicated by the F value of 86.564, which demonstrates a significant link of variables. Furthermore, the significance level of 0.002, which is much lower than the 0.05 cutoff, confirms that these elements have a major influence on KCAA's performance.

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.608	0.315		1.930	0.003
	Management commitment	0.759	0.229	0.0321	3.314	0.002
	Resource allocation	0.814	0.205	0.0284	3.970	0.001
	Organizational structure	0.791	0.301	0.0452	2.628	0.002

It was observed that the KCAA has a performance level of 0.608, assuming no changes in management commitment, resource allocation, or organizational structure. This suggests significant areas for improvement, as the current framework is insufficient for higher performance. The regression coefficients also indicate that an improvement on management commitment, resource allocation, or organizational structure would improve the performance of KCAA by 0.759, 0.814 and 0.791 respectively leading to the following regression equation.

$$\text{Performance} = 0.608 + 0.759(\text{management commitment}) + 0.814(\text{resource allocation}) + 0.791(\text{organizational structure})$$

The findings indicate that management commitment significantly influences the performance of KCAA, with a beta coefficient of ($\beta=0.0321$), $t=3.314$, and $p=0.002$ suggesting a positive

relationship, where increased management commitment correlates with improved performance. The finding agree with Zekeri, Rahman, and Abubakar (2023) research observation that enhancing management practices to foster commitment is essential for improving operational efficiency and service delivery within the aviation sector.

The findings indicate the allocation of resources by KCAA was significant to their performance ($\beta=0.0284$, $t=3.970$, $p=0.001$). Specifically, a unit increase in resource allocation is associated with an approximate 0.0284 unit increase in performance, holding other factors constant. These results agree with Wanjiku and Anyieni (2022) research which observe that strategic resource allocation is important for enhancing the authority's operational efficiency and performance, including safety, service delivery, and regulatory compliance.

The findings indicated that the structure adopted by KCAA had improved its performance significantly ($\beta=0.0452$, $t=2.628$, $p=0.002$). Specifically, a one-unit increase in organizational effectiveness correlates with a 0.0452 unit improvement in performance. The low p-value of 0.002 suggests a minimal chance of this relationship being random. The finding implies that improving the organizational structure could enhance operational efficiency and service delivery. The finding concur with Udayanga (2020) research observation that the effective implementation of the aspects of the structure of the firms improves performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents finding in summary of the finding, conclusion and recommendations achieved and areas that could add to additional research.

5.2 Summary

The study sought to assess the commitment of KCAA's management and its performance and revealed that these management commitment and performance were significantly related. The interplay between effective learning, employee motivation, and organizational performance is critical. Leaders who recognize and harness this relationship can create a dynamic and responsive organization that not only meets its objectives. Effective planning and a well-structured organization are foundational elements that drive operational efficiency, foster collaboration, enhance risk management, and promote sustainability.

The study evaluated the KCAA allocated its resources and its influence on performance. The findings indicate the allocation of resources by KCAA was significant to their performance. The strategic distribution of resources not only mitigates the risk of budget overruns but also creates a virtuous cycle where improved operational efficiency, employee satisfaction, and retention rates reinforce one another. Organizations that prioritize effective resource allocation are likely to see long-term benefits, including enhanced performance, innovation, and competitiveness in their respective markets.

The study assessed the influence of structure adopted by KCAA on its performance. The findings indicated that the structure adopted by KCAA had improved its performance significantly. The structure of the organization had significant influence on performance. The deliberate allocation of tasks and the consolidation of services are essential elements in promoting an efficient work

atmosphere. The centralization of services plays a pivotal role in shaping the organizational culture and management style. Centralization often leads to clearer lines of communication and decision-making, as roles and responsibilities become more defined. The enhanced efficiency that comes from centralization also leads to cost savings and improved service delivery.

5.3 Conclusions

The research finds that a dedicated management team guarantees the KCAA complies with global safety standards and regulations, minimizing the likelihood of accidents and incidents. Efficient management guarantees that resources are distributed effectively, reducing waste and enhancing productivity. Management can establish systems to gather and act on customer feedback, leading to continuous improvement in services offered. A commitment to operational effectiveness often includes investing in staff training and development, resulting in a workforce that is more skilled and knowledgeable.

Effective distribution of resources ensures that personnel, equipment, and technology are allocated where they are most needed, reducing waste and redundancy. Adequate resources enable the KCAA to develop and implement comprehensive emergency response plans, ensuring that they are prepared for any incidents that may arise. Proper resource allocation facilitates partnerships with airlines, airport operators, and other stakeholders, fostering a collaborative environment that enhances operational effectiveness.

The study concludes that a well-defined organizational structure aids in defining clear lines of authority, decision-making procedures, and accountability within the KCAA improving efficiency, reduce duplication of efforts, and ensure that employees understand their specific roles and responsibilities. The organizational structure facilitates effective communication channels within the KCAA, enabling the flow of information, decision-making, and

collaboration among different departments or units. A well-structured organization is more adaptable to changes in the aviation industry, regulatory environment, or customer demands.

5.4 Recommendations

The organization ought to conduct frequent training sessions for management to improve their leadership abilities, emphasizing strategic planning and decision-making, and performance management. Implement a structured performance review process that holds management accountable for achieving targets, encouraging a results-oriented culture. Foster open lines of communication with stakeholders, including government agencies, airlines, and the public, to gather feedback and build trust. Allocate resources for modernizing technology and infrastructure, which can enhance operational efficiency and service delivery.

The organization should utilize data analytics tools to forecast demand for aviation services, enabling proactive resource allocation based on anticipated needs. Foster partnerships with airlines, airport operators, and other stakeholders to understand their needs and align resource allocation accordingly. Conduct thorough reviews of the budget to identify areas where funds can be reallocated for maximum impact and prioritize investments in critical areas such as safety, technology, and infrastructure.

The organization should gather insights from employees, management, and external stakeholders to understand the effectiveness of the existing structure. Clearly define roles and responsibilities to eliminate overlaps and ensure accountability. Create teams that bring together diverse expertise to address specific projects or challenges, enhancing collaboration and innovation. Arrange regular meetings to guarantee that all team members are synchronized with company objectives and updates. Allocate resources for training initiatives to improve the abilities and qualifications of staff, ensuring they are prepared to fulfill the requirements of their positions.

5.5 Recommendations for Policy and Practice

The study adds to the understanding of how organizational capabilities relate to performance in public sector entities, particularly through insights into resource management, strategic planning, and operational efficiency in aviation governance in Kenya. The findings may either support or challenge existing theories of organizational behavior and performance in developing countries, potentially refining frameworks that explain how capabilities enhance performance in governmental organizations. The study could also highlight how context-dependent elements, like regulatory and socio-economic conditions, influence the link between capabilities and performance, leading to deeper exploration of local factors. Finally, the study's implications could inform policy-making, suggesting that improving certain organizational capabilities may enhance performance outcomes, guiding strategic decisions for the Kenya Civil Aviation Authority and similar institutions.

5.6 Suggestion for Additional Research

The research proposes that more research can be done focusing on organizational capabilities affecting KCAA's performance, concentrating on variables that remain unexplored. Furthermore, KCAA served as the study's context. Thus, comparable research that focuses on a different setting might be conducted.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

Re: Participation in Academic Study Data Collection Process

I cordially invite you to contribute to the collection of information necessary for the successful execution of my academic research, which endeavors to explore the subject matter at hand '*the influence of organizational capabilities on the performance of Kenya Civil Aviation Authority in Nairobi City County, Kenya*'. This document serves as a formal requirement for the completion of my Master's degree in Business Administration, which I am currently pursuing at Kenyatta University. It is imperative to note that any information provided will be strictly confidential and shall be utilized solely for academic purposes. Your participation in this course is greatly appreciated, and I extend my gratitude in advance for your cooperation.

Teresia Karanja

D53/OL/CTY/20041/2022

Kenyatta University.

Appendix II: Questionnaire

I cordially invite you to engage in the research process. It is my earnest expectation that you will offer truthful responses. Please allow the subsequent instructions to serve as your guide:

- i. Ensure that you do not include any information that could potentially identify you in this questionnaire.
- ii. Indicate your response by placing a tick [] where it most accurately reflects your answer.

Section A: Demographic Data

1. State your gender: Male [] Female []
2. Indicate your age bracket?
Less than 29 years [] 30 to 39 years [
40 to 49 years [] 50 and more years [
3. Indicate your highest level of education?
Diploma [] Post graduate diploma [
Graduate [] Postgraduate degree [
4. Indicate the number of years you have worked with KCAA?
Less than 5 years [] 5 to 9 years [
10 to 14 years [] 15 and more years [

Section B: Management Commitment

The statements presented herein pertain to the impact of management commitment on the performance of the Kenya Civil Aviation Authority within the confines of Nairobi City County, Kenya. Please indicate your level of concurrence with the following scale:

- Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2 and Strongly Disagree = 1

Statement	1	2	3	4	5
Planning enables organizations to foresee events that are most probable and to prepare accordingly.					
Effective learning equips leaders with the necessary roadmap to align the organization's functional activities with the achievement of established goals.					
An organized structure enhances business efficiency and contributes to the reduction of waste.					
An organized structure aligns the individual goals of employees with the overarching objectives of the firm.					
Employee motivation significantly influences the quality of work and enhances performance within an organization.					
An increase in motivation results in improved performance and efficiency, thereby making employees more satisfied with their current position and the organization as a whole.					

5. Please elaborate on additional methods through which the commitment of management impacts the performance of the Kenya Civil Aviation Authority in Nairobi City County, Kenya.

.....

Section C: Organizational Structure

The statements presented herein pertain to the impact of organizational structure on the performance of the Kenya Civil Aviation Authority within the confines of Nairobi City County, Kenya. Please indicate your level of concurrence with the following scale:

Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2 and Strongly Disagree = 1

Statement	1	2	3	4	5
The delegation of responsibilities to subordinates and other staff members within organizations alleviates managers from numerous work-related pressures.					
The act of delegation contributes to the enhancement of team morale, the improvement of efficiency and productivity, and the promotion of enthusiasm, innovation, and cooperation.					
The assignment of roles facilitates the effective management of teamwork.					
The allocation of responsibilities among employees enables the effective utilization of the diverse strengths and skills present within the team, resulting in improved outcomes.					
The centralization of services improves efficiency, clarifies roles and responsibilities, and enhances overall effectiveness.					
The centralization of services also influences the culture and management style of a company.					

6. Please elaborate on additional methods in which the organizational structure impacts the performance of the Kenya Civil Aviation Authority in Nairobi City County, Kenya.

.....

Section D: Resource Allocation

The statements presented herein pertain to the impact of resource allocation on the performance of the Kenya Civil Aviation Authority within the confines of Nairobi City County, Kenya. Please indicate your level of concurrence with the following scale:

Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2 and Strongly Disagree = 1

Statement	1	2	3	4	5
Allocating the appropriate resources to the correct engagement at the appropriate time enhances efficiency and reduces the risk of exceeding budget.					
Effective allocation of resources ensures that work is distributed equitably among all team members, thereby preventing burnout among the staff.					
Proper allocation of resources empowers teams by guaranteeing that team members possess the necessary skills, knowledge, and training to successfully complete their assigned tasks.					
Employing an efficient resource allocation process enables a company to achieve higher utilization rates, increased employee satisfaction, and improved retention rates at the same time.					
Utilizing an efficient resource allocation mechanism facilitates the management of skills and talent without interruptions or negatively affecting the continuity of projects.					
The introduction of new technologies, such as a resource allocation tool, can significantly enhance productivity, both in the short and long term.					

7. Please elaborate on additional methods in which the resource allocation impacts the performance of the Kenya Civil Aviation Authority in Nairobi City County, Kenya.

.....
.....

Section E: Organizational Performance

The statements below relate to the performance of Kenya Civil Aviation Authority in Nairobi City County, Kenya. Kindly indicate your level of agreement based on the following options:

Strongly agree (SA)=5, Agree(A)=4, Undecided (U)=3, Disagree (D)=2, and Strongly, Disagree (SD)=1

Statement	1	2	3	4	5
Operations have become more streamlined, leading to an increase in productivity, as a result of enhanced efficiency.					
The organization has achieved optimal operational efficiency, which has resulted in cost savings, thereby enhancing profitability.					
The organization has consistently met its goals and objectives.					
The organization has successfully produced the desired outcomes and generated value for its stakeholders.					
The quality of services provided by the organization has been elevated.					
Customers are content with the services rendered by the organization.					