



ORGANIZATIONAL CULTURE AND STRATEGY IMPLEMENTATION AT THE KENYA CIVIL AVIATION AUTHORITY

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Accepted: December 3, 2019

ABSTRACT

Strategy implementation is vital for the achievement of organizational goals and objectives. Most organizations and companies know their businesses and strategies required for achieving organizational goals and objectives. However, many of these organizations struggle to translate strategy from theory to action. The dynamic nature of the service industry which is characterized by increasing demand for air transportation services led to the establishment of a civil aviation regulator and air navigation services provider cater for these needs. The study used a descriptive survey research design to establish the effect of organizational culture on strategy implementation at Kenya Civil Aviation Authority. The target population for this study included all the senior level managers, middle level managers and lower/operational level professional staff in the KCAA who are 796 in number. A sample size of 80 respondents was selected by simple random technique. This represented 10% of the target population. The results revealed that leadership has a significant role in strategy implementation at the KCAA while communication, reward and recognition, and team orientation were not very significant for strategy implementation at KCAA.

Keywords: Strategy Implementation, Organizational Culture, Leadership, Reward and Recognition

CITATION: Ngigi, P. K., & Namusonge, R. (2019). Organizational culture and strategy implementation at the Kenya Civil Aviation Authority. *The Strategic Journal of Business & Change Management*, 6 (4), 1481 – 1493.

INTRODUCTION

The global environment is dynamic as it is characterized by rapid change. In this environment an organization can survive and grow only when it continuously and quickly adapts to the changing environment (Jain, Trehan & Trehan 2009). As a response to this, organizations develop strategies to gain advantage over other players in the market. The implementation of this strategy is determined by culture which is how the organization interacts with the internal and external environment as it implements strategy. Organizational culture is the set of shared beliefs, values, thoughts, behaviors and assumptions that emerge from the interactions of organizational members. The organizational culture in an organization has a great influence on how employees perform in their daily duties and responsibilities (Lotay, 2016). An organization must find a fit between its prevalent culture and its strategy. Orora (2011) refers to cultural fit as one of the forms of fit that affects an organization's adaptation processes. A tight culture-strategy fit is required for an organization to be able to successfully implement a competitive strategy.

Strategy implementation has been both a global and national issue as organizations and companies all over the world are experiencing challenges in achieving strategy implementation success. Most organizations and companies know their businesses and strategies required for achieving organizational goals and objectives (Rajasekar, 2014). However, many of these organizations struggle to translate strategy from theory to action. Thus, failing to successfully implement and sustain strategies. For a strategy within an organization to be developed and implemented successfully it must align with the organizational culture (Zaribaf & Bayrami, 2010). When culture aligns with strategy implementation, an organization can operate more efficiently in the global market place. "A company's culture is its basics

personality, the essence of how its people interact and work.

Strategy implementation success is largely dependent on organizational culture (Rajasekar, 2014). These include leadership style, organizational communication, culture of reward and recognition and team orientation culture. All organizations are characterized by unique values, beliefs, norms, practices and rituals that develop and evolve over time. This represents the organizational culture, which is both enduring and dynamic (Zaribaf & Bayrami, 2010). The dynamism of the culture is dependent on interaction and contact between forces within and outside the organization. Long held attitudes, values and norms are key elements that determine the way members of an organization engage and how they relate with the external environment. These attitudes, norms and values may have a positive or negative effect on the performance of the organization. Well-established attitudes, stakes, inertia and ingrained organizational practices do not just go away when managers unveil a new strategy (Gupta, 2011).

Organizational culture is the set of shared beliefs, values, thoughts, behaviors and assumptions that emerge from the interactions of organizational members. The organizational culture in an organization has a great influence on how employees perform in their daily duties and responsibilities (Lotay, 2016). Organizational Culture is therefore, the collective behavior of humans that are part of an organization. According to Jones & George (2011), organizational culture comprises the shared set of beliefs, expectations, values, norms and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals. Organizational culture attributes include leadership style, organizational communication, culture of reward and recognition and team orientation culture.

Leadership style entails the process of influence in which an individual motivates and inspires another or others in a bid to reach targeted objectives. A large amount of literature exists about leadership with an attendant conflict about the specific definition of the term. The most important part of the literature attempts to distinguish leadership from management. As far as culture is concerned, the difference between the two is in the fact that leadership creates or changes cultures while management acts within a culture (Schein 2011). Managers follow formal rules, regulations and procedures to achieve objectives while leaders inspire their subordinates to reach those objectives.

Organizational Communication is the process through which members of organization share information within the organization and with the environment (Rajasekar, 2014). Communication is a key to successful strategic management. Through involvement in the process, in other words, through dialogue and participation, managers and employees become committed to supporting the organization in its programs and objectives (David 2011). A breakdown in communication between the leadership and the employees leads to confusion, resistance and conflict. Through the strategic management process, effective communication is key to the success of the organization.

Culture of reward and recognition refer to management efforts to motivate the employees by use of both tangible and intangible benefits. For organizations to recruit and retain top-notch employees, they must offer competitive compensation to them (Zaribaf& Bayrami, 2010). A competitive compensation package creates loyalty, increase commitment and improves job satisfaction. The introduction of a new strategy in an organization requires a change in behaviour and as such, it is necessary for the management to recognize the need to motivate people to change and reinforce this new behaviour.

Team orientation culture is the way by which members of a group or organization work together collaboratively and cooperatively to achieve a stated objective. The members of the team work together for the betterment of the group (Lotay, 2016). Teamwork creates rapport among members, creates synergy, promotes cooperative efforts and creates pride in the team.

Statement of the problem

Research on effect of organizational culture is extensive. Most of this research touches on employee performance, job satisfaction and employee turnover. A few studies have been carried out on organizational culture and strategy implementation. These studies include Cater and Pucko (2010), Orora (2011), Nyariki (2012), Muthoni (2013) and Rajasekar (2014). However, most of these studies were centered on other countries other than Kenya. Similarly, the studies based on Kenya were centered on other organizations/sectors other than the Kenya Civil Aviation Authority. The current study sought to address these gaps as it seeks to examine the effect of organizational culture on strategy implementation at the Kenya Civil Aviation Authority. In addition, the study will be based on both descriptive and inferential analysis.

Objectives of the study

The general objective of this study was to determine the influence of organizational culture on strategy implementation at the Kenya Civil Aviation Authority. The specific objectives of the study were:

- To determine how leadership style influences strategy implementation at the Kenya Civil Aviation Authority.
- To investigate the influence of organizational communication on strategy implementation at the Kenya Civil Aviation Authority.
- To establish the extent to which the culture of reward and recognition influences strategy

implementation at the Kenya Civil Aviation Authority.

- To determine how team orientation culture affects strategy implementation at the Kenya Civil Aviation Authority.

LITERATURE REVIEW

Contingency Theory

Contingency theory was introduced by Fielder (1960). The theory is an approach to the study of organizational behavior in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations. Contingency theory entails achieving a fit between the conditions of an environment and the design of the organization (Bess & Dee, 2008). It is an effort to determine through research which managerial practices and techniques are appropriate to different situations (Kreitner, 1992). The Theory originated in the 1960's as a challenge to the traditional management approach as the best way to organize tasks in the work place. The contingency theory holds that there is no "one best way" to organize, and organizations perform best when they adapt to fit their contingencies (Bess & Dee, 2008; Hutch & Cunliffe, 2006; Donaldson 2001, Scott, 1992)

Contingency theories in general state that the effectiveness of leadership depends upon the situation, and there are numerous factors, such as the nature of the task, leader's personality, and make-up of the group being led. The evolving business environment compels organizations to change if they do not want, to avoid loss of performance (Donaldson 2001). Contingency theory's most valuable contribution to organizational science "has been to make us aware that there are different ways to organize successfully and to begin to enumerate the possibilities and their consequences".

Argyle's Communication Cycle Theory

Argyle's Theory of Communication was propounded by Argyle (1972). The theory views communication to be based on six key concepts which come in the form of cycle, in step-by-step manner. In the first step, the idea first occurs and the message is coded in the second stage when the idea needs to be shared. In this stage the idea is placed into a form of communication and it could be any kinds of verbal or nonverbal communication style. In the next step, the encoded message is sent to the other person, for example speaking, signing written document or other methods of communication (Muthoni, 2013). In the fourth step, other person would receive the message. In the next step, the other person would decode the message by making assumptions to what have been said in the message. In the last step, the person would understand the message by establishing a communicating means.

Communication allows sharing of ideas, facts, opinions and emotions and above all provides feedback. In organizational strategy implementation, information flows in all directions; downwards, upwards and laterally (Chapman, 2004). The employees freely communicate their ideas, suggestions, comments and complaints to the management on strategic objectives. However, there are several factors which can influence the communication and interpersonal interactions both positively and negatively. These factors include the environmental factors like settings where the communication is being done; it might not be suitable for the particular type of communication.

Argyle's Theory of Communication is relevant to this study as it explains the link between communication and strategy implementation in organizational settings. Strategic corporate communication is a systematic approach to communication planning which entails that all relevant receiver groups are reached, that messages are disseminated in the right order, that evaluations are done, and that a thorough goal analysis is part of the initial stages of a project

this therefore leads to an organization carrying out corporate communication in a strategic manner and achieving their organizational goals through the roles it plays. Therefore, the prepositions of Argyle's Theory of communication supports the variable corporate communication. Firms with good communication structures are able effectively implement formulated strategies as employees are aware of what is expected of them towards the achievement of the organization goals.

Institutional Theory

Institutional Theory was proposed by Scott (1995). Proponents of institutional theory assert that organizations are social structures that have attained a high degree of resilience (Amenta, 2005). They have identified three main institutional pillars that structure and determine organizational behavior namely regulative, normative, and cognitive (Scott,1995). The cognitive, normative, and regulative elements as well as the associated activities and resources, provide stability and determine organizational performance (Iarossi, Miller, O'Connor &Keil, 2013). Regulations which are exhibited by rules, rewards, and sanctions are expressed in policy documents. Norms are standards that guide organizational behavior through a system of values.

Cognition includes social elements that govern choices within the context of an organization.

Organizational values which are engraved in institutions are transmitted through various mechanisms, including symbolic systems, relational systems, and routines (DiMaggio& Powell, 1991). Institutional theorists assert that organizational internal environment is key to influencing development of organizational innovative structures (Amenta, 2005).

Institutional theory is relevant to this study as it links organizational culture (team work) to strategy implementation in an organization. The theory posits that organizations are not passive actors and can

respond to institutional demands in diverse ways from conformance to reshaping those pressures (Scott, 2008). Therefore, the prepositions of Institutional Theory support the variable team work.

System Theory

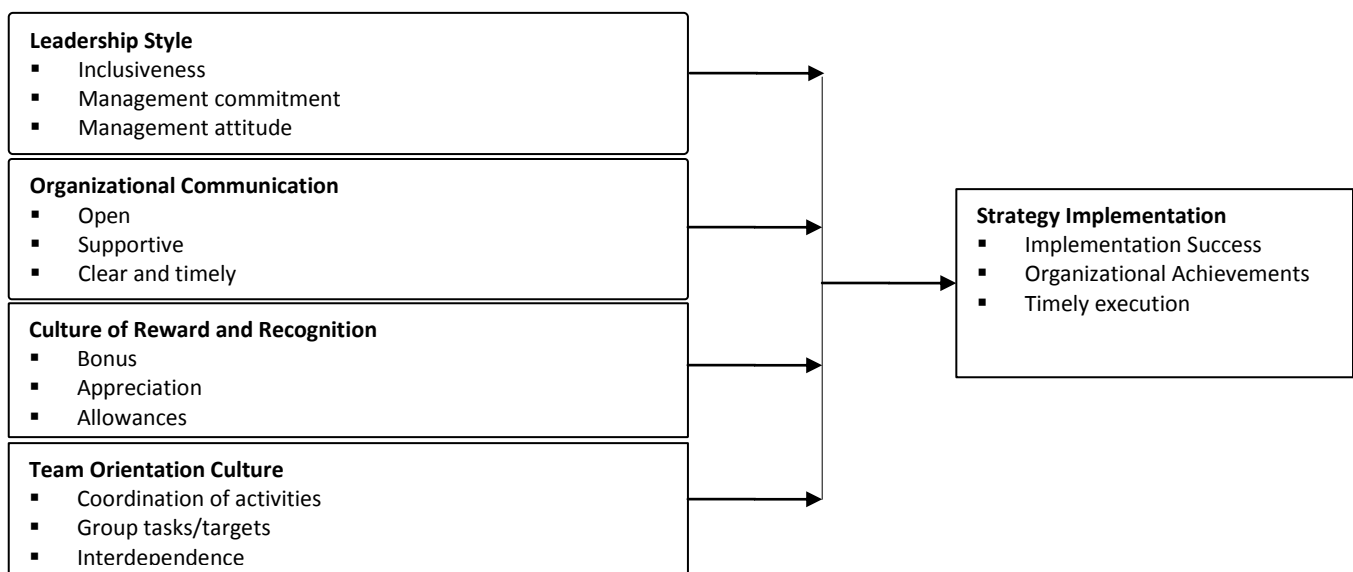
System Theory was introduced by Easton (1965). The Theory takes its departure from the notion of political life as a boundary-maintaining set of interactions imbedded in and surrounded by other social systems to the influence of which it is constantly exposed. System according to him does not exist in a vacuum. It is always immersed in a specific setting that is called boundary or environment. In the light of this point, Easton (1965) argues that there is an enormous variety of influence coming from the environment of a political system capable of disturbing the way in which the system performs its tasks (Easton, 1965).

System is, however, based on inputs-outputs relationships. Inputs constitute any event external to the system that alters, modifies or affects the system in anyway (Easton, 1965). In line with the system theory, government operates in an environment that is composed of inputs coming from masses, in the form of demands for, or support to an action of government. Demands that are translated as societal needs are processed and converted into outputs through conversion mechanism. Therefore, the way in which a system works will be in a part and a function of its response to the total social, cultural, biological and physical environment (Anderson, 1997). It is useful to conceive a political system as having a boundary in the same sense as a physical system. The boundary of a system is defined by all those actions more or less directly related to the making of binding decisions for a society.

System which serves as a processing unit processes the demands from the public and the output and feed back to the environment. This process goes in a cyclical fashion. The theory shows how public institutions reacts to people's plight in terms of the

provision of basic necessities of life (Rajasekar, 2014). The theory highlights how demands of the public/masses are presented to the government, government 's actions on these demands and the output/outcome being the programs that will enhance the well-being of the people. The theory argues that demands for strategy actions emanate from problems and crisis in the environments which are channeled to the system by groups and officials. At the same time, environment limits and directs what strategy makers and implementers can effectively do (Anderson, 1997).

System Theory is key in this study as it explains the relationship between organizational culture and strategy implementation. The Theory sees environment in terms of social and cultural elements and proposes the concept of universal environment which, according to Easton (1965) has been classified into intra-societal and extra societal systems. Intra-societal environment which is the focus of this study is made up of social system comprising cultural and demographic variables that affect the workability of the whole system.



Independent variable

Dependent variable

Figure 1: Conceptual Framework

METHODOLOGY

The study used a descriptive survey research design to establish the effect of organizational culture on strategy implementation at Kenya Civil Aviation Authority. A descriptive survey design is the process of collecting data in order to test hypotheses or to answer questions concerning the status of the subjects in the study. According to Mugenda and Mugenda (2013), a descriptive research design is used when the researcher can engage in a field survey by going to the population of interest for the information to explain certain features about the

problem under study. After the data was collected, it was coded and analyzed. Data analysis was done with the aid of Statistical Package for Social Sciences (SPSS) computer software. The analysis of the study was based on descriptive and inferential analysis. Descriptive analysis provides the pattern of the data and consistency of the responses in each of the research questions. The inferential analysis was carried out within the framework of a multiple regression model. This will provide statistics which were used to make conclusions and recommendations. The analysis will be presented using tables. The study seeks to establish the effect

of organizational culture on strategy implementation at the Kenya Civil Aviation Authority. Therefore, strategy implementation is expressed as a function of organizational culture (leadership style, organizational communication, culture of reward and recognition and team orientation culture).

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \alpha$$

Where:

Y = Strategy Implementation

X₁ = Leadership Style

X₂ = Organizational Communication

X₃ = Culture of Reward and Recognition

X₄ = Team Orientation Culture

β₀ = Constant

FINDINGS

Table 1 : Leadership style

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----|---------|---------|---------------|----------------|
| Management are committed towards the achievement of the organizational goals | 61 | 1.00 | 4.00 | 3.7377 | .75059 |
| There is good relationship between management and employees | 61 | 2.00 | 5.00 | 3.1311 | .95700 |
| Management carry employees along in decision making | 61 | 1.00 | 5.00 | 2.9836 | .93971 |
| Strategy implementation is dependent on leadership style | 61 | 1.00 | 5.00 | 3.8689 | .80572 |
| Management lead by example in our organization | 61 | 1.00 | 5.00 | 3.6557 | 1.12376 |
| Average scores | | | | 3.4754 | 0.9154 |

The first aim of the study was to find out how the leadership style influences strategy implementation in KCAA. From the findings, Leadership style (X₁) has a significant positive influence on the strategy implementation as shown by the p value obtained of 0.000. A unit improvement in leadership style leads to

an increase in strategy implementation by 0.577 times other factors kept constant.

The average score of the mean from the results obtained was 3.4754. This implied that the respondents did agree that leadership style was paramount in the organization and that it influences the strategy implementation of KCAA

Table 2: Organizational Communication.

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----|---------|---------|---------------|----------------|
| There is clear channel of communication from top management to employees | 61 | 1.00 | 5.00 | 3.8033 | .74877 |
| Strategies are communicated to employees as they are being formulated | 61 | 1.00 | 5.00 | 2.9836 | 1.11791 |
| Strategies are documented and communicated to all employees | 61 | 2.00 | 5.00 | 3.3115 | .88583 |
| There is timely communication within KCAA | 61 | 1.00 | 5.00 | 3.6066 | .91794 |
| Strategy implementation is dependent on organizational communication | 61 | 1.00 | 5.00 | 4.1967 | .81281 |
| Average scores | | | | 3.5803 | 0.8967 |

The second objective was to assess whether organizational communication influenced the strategy implementation at KCAA. Organizational communication was found to play a role in strategy implementation as exhibited from the mean of 3.5803 which implies that most respondents do agree

that communication in KCAA influences the strategy implementation. A unit improvement in organizational communication (X2) has a non-significant positive influence on the strategy implementation of KCAA by 0.183 times other factors constant.

Table 3 :Culture of reward and recognition

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----------|----------------|----------------|---------------|-----------------------|
| Employees are given bonus in our organization | 61 | 1.00 | 5.00 | 2.9672 | .96553 |
| Employees are motivated towards the organization's goals and objectives | 61 | 1.00 | 5.00 | 3.0820 | .97117 |
| Employees are acknowledged when they meet set targets | 61 | 1.00 | 5.00 | 3.5902 | 1.00626 |
| Employees are acknowledged for long years of service in our organization | 61 | 1.00 | 5.00 | 3.7541 | .74511 |
| The culture of reward and recognition influences strategy implementation in our organization | 61 | 1.00 | 5.00 | 4.1148 | .75495 |
| Average score | | | | 3.5016 | 0.8886 |

The third objective of the study was to assess the relationship between the culture of reward and recognition and strategy implementation in KCAA. The results showed that there was a non-significant positive effect of the culture of reward and recognition (X3) on the strategy implementation of KCAA by 0.008 times holding other variables

constant. The findings are different from that of other studies which established a significant relationship between the reward culture and strategy implementation. For instance, Nyariki (2012) in his study on Challenges of Strategy Implementation at the University of Nairobi identified culture as a major challenge of strategy implementation.

Table 4: Team orientation culture

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----------|----------------|----------------|---------------|-----------------------|
| Employees are committed towards the vision of KCAA | 61 | 1.00 | 5.00 | 3.8689 | .76323 |
| There is high level of coordination in our organization | 61 | 1.00 | 5.00 | 3.3443 | .92889 |
| Targets are assigned to various teams | 61 | 2.00 | 5.00 | 3.6721 | .76858 |
| Employees are united as they work together towards the achievement of organization goals | 61 | 2.00 | 5.00 | 3.8361 | .73440 |
| Strategy implementation is dependent on team orientation culture | 61 | 1.00 | 5.00 | 4.2951 | .71518 |
| Average scores | | | | 3.8033 | 0.7821 |

The fourth objective of the study was to assess the effect of team orientation on strategy implementation. There is a non-significant positive relationship between the team orientation culture

(X4) and the strategy implementation of KCAA other factors constant. A unit increase in the team orientation practices result in increase in strategy implementation by 0.106 times..

Strategy implementation

Table 5 : Descriptive Statistics on strategy implementation of KCAA.

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----|---------|---------|---------------|----------------|
| Strategies are in line with the organization's mission statement | 61 | 1.00 | 5.00 | 3.7213 | .85890 |
| All employees are involved in strategy implementation process | 61 | 1.00 | 5.00 | 3.2623 | .99836 |
| Strategies are implemented without challenges | 61 | 2.00 | 5.00 | 2.9508 | .88367 |
| Strategies are implemented within the set time frame | 61 | 1.00 | 5.00 | 3.7541 | .80944 |
| Strategy implementation depends on the organization culture | 61 | 2.00 | 5.00 | 4.1639 | .58253 |
| Average scores | | | | 3.5705 | 0.8266 |

From the findings it is apparent that most respondents agree that strategy implementation is at the core of the operations of KCAA. The mean of

3.5705 reveals that most respondents do agree on the aspects of strategy implementation within the KCAA.

Table 6: Correlation matrix

| | Strategy Implementation | Leadership Style | Organizational Communication | Reward and Recognition | Team Orientation Culture |
|------------------------------|-------------------------|------------------|------------------------------|------------------------|--------------------------|
| Strategy Implementation | 1 | | | | |
| Leadership Style | .829** .000 | 1 | | | |
| Organizational Communication | .750** .000 | .793** .000 | 1 | | |
| Reward and Recognition | .679** .000 | .767** .000 | .728** | 1 | |
| Team Orientation Culture | .717** | .768** .000 | .538** .000 | .762** .000 | 1 |

The findings reveal a positive significant relationship between the leadership style and strategy implementation ($r=.829$, p value=.000). There was also a significant positive association between the organizational communication and strategy implementation ($r=.750$, p value=.000). Last

but not least, the reward culture and strategy implementation was positively related ($r=.679$, p value=.000). The relationship is significant. Lastly, there was a significant positive relationship between team orientation culture and strategy implementation ($r=.717$, p value=.000).

Analysis of Variance (ANOVA)

This investigation encompassed carrying out of the ANOVA statistics to find out on the significance of the connection between the strategy implementation in

KCAA and the predictor variables (leadership style, communication, reward culture and team orientation culture) The findings on are presented in table 7 below;

Table 7: Analysis of variance (ANOVA)

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------------------------|----------------|----|-------------|--------|-------------------|
| ¹ Regression | 15.052 | 4 | 3.763 | 34.803 | .000 ^b |
| Residual | 6.055 | 56 | .108 | | |
| Total | 21.107 | 60 | | | |

a. Dependent Variable: Strategy implementation

b. Predictors: (Constant), Team orientation culture, Culture of reward and recognition, Leadership style, Organisational communication

Based on the results shown in table 7 it is apparent that the model used was good for estimation since the p vale was significant (p value =.000).

The study also determined the percentage of variation in the dependent variable as a result of a percentage change in the predictor variables. The results are presented in table 8 below;

Model summary

Table 8: Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .844 ^a | .713 | .693 | .32882 |

a. Predictors: (Constant), Team orientation culture, Culture of reward and recognition, Leadership style, Organisational communication

The adjusted R2 obtained was .693 which implies that the predictor variables (leadership style, organizational communication, culture of reward and recognition and team orientation culture) explained 69.3 percent of the changes in strategy implementation.

Regression Analysis

A regression analysis was carried out to determine the effect of the independent variables on the strategy implementation in KCAA and the results presented in table 9 below;

Table 9: Multiple Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|--------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 (Constant) | .481 | .305 | | 1.578 | .120 | -.130 | 1.092 |
| X1 | .577 | .130 | .596 | 4.445 | .000 | .317 | .837 |
| X2 | .183 | .133 | .192 | 1.372 | .176 | -.084 | .449 |
| X3 | .008 | .112 | .008 | .068 | .946 | -.216 | .231 |
| X4 | .106 | .154 | .096 | .688 | .494 | -.203 | .416 |

a. Dependent Variable: Strategy implementation

The regression model that was estimated through the results of regression analysis is presented below.

$$Y = 0.481 + 0.577X_1 + 0.183X_2 + 0.008X_3 + 0.106X_4 + \epsilon$$

Interpretation of the findings

The results presented in Table 9 disclose that in case of the nonexistence of the strategy implementation practices, all other factors kept constant; there is a non-significant rise in strategy implementation by 0.481 times other factors constant. Leadership style (X1) has a significant positive influence on the strategy implementation as shown by the p value obtained of 0.000. A unit improvement in leadership style leads to an increase in strategy implementation by 0.577 times other factors kept constant. A unit improvement in organizational communication (X2) has a non-significant positive influence on the strategy implementation of KCAA by 0.183 times other factors constant. Thirdly, there is a non-significant positive effect of the culture of reward and recognition (X3) on the strategy implementation of KCAA by 0.008 times holding other variables constant. Lastly, there is a non-significant positive relationship between the team orientation culture (X4) and the strategy implementation of KCAA other factors constant. A unit increase in the team orientation practices result in increase in strategy implementation by 0.106 times.

CONCLUSIONS

The study conclusions are in line with the research findings. Regarding the effect of leadership on strategy implementation, the study concluded that leadership style is key in strategy implementation at Kenya Civil Aviation Authority. Also, on the effect of organizational communication on strategy implementation, the study concluded that organizational communication is not a significant predictor of strategy implementation at Kenya Civil Aviation Authority. The conclusion of the study on culture of reward and recognition is that strategy implementation at Kenya Civil Aviation Authority is not significantly determined by the culture of reward and recognition. Lastly, with respect to orientation culture and strategy implementation, the study concluded that orientation culture is not a key predictor of strategy implementation at Kenya Civil Aviation Authority. This implies that orientation culture does not strong impact on strategy implementation at Kenya Civil Aviation Authority.

RECOMMENDATIONS

The policy recommendations of the research are guided by the findings of the study. The policy recommendations were based on the variables which significantly predict strategy implementation at Kenya Civil Aviation Authority. The research findings showed that among the four predictor variables namely

leadership style, organizational communication, culture of reward and recognition and orientation culture, only leadership style significantly predicts he strategy implementation at Kenya Civil Aviation Authority. In line with this, the research suggested

that top management should embrace a good leadership style that will enhance the implementation of strategies and other organizational goals and objectives.

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