



**SELINUS UNIVERSITY**  
OF SCIENCES AND LITERATURE

**Leadership, Corporate Social Responsibility, and  
Sustainability in Airlines:  
Case Study for Kenya Airways**

By Tracey Wangechi Kimathi

**A DISSERTATION**

Presented to the Department of  
Executive Leadership  
program at Selinus University

Faculty of Business & Media  
in fulfillment of the requirements  
for the degree of Doctor of Philosophy  
in Executive Leadership

2024

## DECLARATION

Student Declaration:

I, Tracey Wangechi Kimathi, declare that this research project titled "Leadership, Corporate Social Responsibility and Sustainability in Airlines - Case Study: Kenya Airways" is my original work and has not been presented to any institution. The research project was conducted under the supervision of Salvatore Fava. Any sources used in this project have been appropriately cited and referenced using the Harvard referencing style.

Name of the student: TRACEY WANGECHI KIMATHI

Date: .....**23/10/2023**..... Signature: .....**T.W. K.**.....

Supervisor Declaration:

I, Salvatore Fava, declare that I have supervised the research project titled "Leadership, Corporate Social Responsibility and Sustainability in Airlines - Case Study: Kenya Airways" conducted by Tracey Wangechi Kimathi. This project has been submitted for examination having been approved by me. I confirm that the work has been done and presented by Tracey Kimathi under my supervision. I have read the project and confirm that the sources used in the project have been appropriately cited and referenced using the Harvard referencing style.

Name of the Supervisor: SALVATORE FAVA

Date: ..... Signature: .....

## **DEDICATION**

I dedicate this study project to my loved ones, family, and friends who have supported and encouraged me throughout my academic career. Your unfailing support, patience, and faith in me have been the impetus behind my accomplishments. I would also like to thank Selinus University for their tremendous support for me throughout the academic course and their contribution to promoting sustainability through affordable courses. I also dedicate my work to the African Aviation Sector, particularly Kenya Airways, for its ongoing efforts to promote sustainable growth and its dedication to Enhancing International Air Transportation Services.

## **ACKNOWLEDGEMENT**

To ensure the success of my study endeavor, I want to sincerely thank everyone who has helped me. This includes my supervisor, Salvatore Fava, for their support, counsel, and assistance during this project. Their knowledge and experience have played a crucial role in developing this project.

I also want to express my gratitude to Kenya Airways management and employees, who took part in this study and gave me valuable data for my investigation.

I thank my family and friends for their constant support and inspiration throughout this trial journey. Through tough times, their advice and inspiration kept me going. Finally, I acknowledge the contribution of all the authors whose research and writings have been referred to in this project. Their work provided me with the foundation and framework for my research.

Once again, thank you to everyone who has played a part in making this project a success.

## **EXECUTIVE SUMMARY**

This executive summary overviews Leadership, Corporate Social Responsibility, and Sustainability in Kenya Airways. The research delved into the dynamic interplay between leadership, corporate social responsibility (CSR), and sustainability in the Aviation Industry, using Kenya Airways as a focal point. The primary objective was to discern how these facets intersect and influence organizational performance, with a specific focus on the ramifications of CSR initiatives and sustainability practices on the Airline's competitive advantage.

The study underscored a compelling connection between the various leadership styles and the assimilation of CSR principles and sustainability practices within Kenya Airways. Strong leaders have played an instrumental role in molding the Airline's corporate culture instilling values that align with ethical and responsible conduct.

Kenya Airways commitment to CSR is exemplified through initiatives that have yielded favorable outcomes for a diverse array of stakeholders. Notably, CSR programs oriented toward employee engagement have yielded enhanced job satisfaction and bolstered commitment levels. Moreover, community-focused endeavors have cultivated goodwill among local populations, potentially bolstering brand reputation and heightened customer loyalty.

The research underscored Kenya Airways dedication to sustainability across environmental, social, and economic dimensions. The Airline's pursuit of sustainable practices has led to substantial progress in curbing environmental footprints, particularly concerning fuel efficiency and waste management. Furthermore, the study revealed a positive correlation between sustainability endeavors and financial performance, affirming the premise that sustainability indeed was a wellspring of competitive advantage.

This executive summary encapsulated the multifaceted relationship between leadership, CSR, and sustainability in Aviation, spotlighting Kenya Airways as an illustrative case study. The insights and recommendations delineated herein bore profound implications for organizations, Aviation stakeholders, and policymakers, guiding them toward a path of ethical, sustainable, and socially responsible business practices.

## **LIST OF ABBREVIATIONS**

**APPENDIX** - Supplemental Section of the Dissertation

**CEO** - Chief Executive Officer

**CORSIA**-Carbon Offsetting and Reduction Scheme for International Aviation

**CSR** - Corporate Social Responsibility

**EEA**-European Environmental Agency

**FAA** - Federal Aviation Administration

**GDP**-Gross Domestic Product

**IATA** - International Air Transport Association

**ICAO**- International Civil Aviation Organization

**JKIA**-Jomo Kenyatta International Airport

**KCAA**-Kenya Civil Aviation Authority

**KPIs** - Key Performance Indicators

**KQ**- Kenya Airways

**PESTLE** - Political, Economic, Social, Technological, Legal, Environmental

**Ph.D.** - Doctor of Philosophy

**SAF**-Sustainable Aviation Fuel

**SDGs** - Sustainable Development Goals

**SWOT**- Strengths, Weaknesses, Opportunities, Threat

**UN** - United Nations

## DEFINITION OF TERMS

1. **Corporate social responsibility (CSR):** The voluntary activities undertaken by a company to operate economically, socially, and environmentally sustainably and positively impact society beyond its core business operations.
2. **Sustainability:** The capacity to satisfy the living standards of the current generations, without sacrificing future resources.
3. **Electric Aircraft:** Aircraft powered by electric motors rely on batteries or fuel cells for their energy source.
4. **Air Transport:** The transportation of passengers, mail, or cargo by aircraft.
5. **Competitive Advantage:** The capacity of a business to outperform rivals by providing superior goods, services, or pricing schemes.
6. **Kenya Airways:** Kenya's National Airline, serving over 50 international, regional, and local international.
7. **Domestic Operations:** Flights that operate within the borders of a single country, as opposed to international flights that cross borders.
8. **Leadership:** The ability of an individual or a group of people to influence and guide followers or members of an organization, society, or team.

## **ABSTRACT**

With around 3.5% of the world's Gross Domestic Product (GDP), the Civil Aviation Sector is one of the world's most dynamic, complicated, and rapidly expanding (IATA, 2018a). By 2050, the demand for Air Travel is anticipated to quadruple. However, because of greenhouse gas emissions, Aviation's environmental effects are growing increasingly concerning, pushing for the development of more sustainable operations.

Using Kenya Airways as a case study, this research project aimed to investigate the relationship between leadership, Corporate Social Responsibility, and sustainability in the context of the Airline Industry. The study sought to explore how effective leadership practices and CSR can contribute to the sustainable development of Airlines, considering both environmental, economic, and social dimensions (Gunther, 2008, pp. 40–41; OECD, 2007, pp. 25–26). By conducting a comprehensive case study of Kenya Airways, this research aimed to provide insights into the leadership strategies, CSR initiatives, and practices that can enhance sustainability in the Airline Industry.

To achieve this goal, it was necessary to conduct research, including a review and analysis of relevant thematic scientific literature, which contained the theoretical foundations for leadership styles, Corporate Social Responsibility, and sustainable development of Airlines with a specific focus on Kenya Airways, which included economic, social and environmental spheres of human activity. In addition, existing models and tools for assessing leadership styles, CSR initiatives, and sustainability in the Aviation Industry were analyzed. The research employed a mixed-method approach, combining qualitative and quantitative data analysis collection methods, such as the analysis of financial indicators, social reports, and environmental data, as well as the use of thematic analysis, comparative analysis, PESTLE analysis, and SWOT analysis methods. Both primary and secondary data sources were used, including official reports from Kenya Airways, reports from international organizations, scientific articles, reports, and publications on CSR and the sustainability of the Aviation Industry.

The primary data phase involved in-depth interviews with key stakeholders within Kenya Airways, including top-level executives, middle managers, and frontline employees. These interviews aimed to understand their perspectives on leadership practices, CSR, and their impact on sustainability initiatives



within the organization. Additionally, a survey questionnaire that contained open and close-ended questions was administered to a sample of employees across different departments within Kenya Airways. This primary data helped gather employee's perceptions of leadership behaviors, organizational culture, and sustainability practices. The survey assessed employee's level of engagement and commitment towards corporate social responsibility and sustainability goals.

The collected data was analyzed using both qualitative content analysis and statistical techniques. The qualitative analysis involved identifying themes and patterns from interview transcripts, while the quantitative analysis included descriptive statistics and comparison analysis. The findings of this research contributed to both theoretical and practical aspects of leadership, CSR, and sustainability in the Airline Industry, by examining the case of Kenya Airways, this study aimed to identify best practices in leadership that fostered, CSR and sustainable development within Airlines. The research outcomes provided valuable insights for Airline executives, policymakers, and other stakeholders interested in promoting leadership styles, Corporate Social Responsibility, and sustainability within the industry.

## TABLE OF CONTENTS

<u>DECLARATION</u> .....	ii
<u>DEDICATION</u> .....	iii
<u>ACKNOWLEDGEMENT</u> .....	iv
<u>EXECUTIVE SUMMARY</u> .....	v
<u>LIST OF ABBREVIATIONS</u> .....	vi
<u>DEFINITION OF TERMS</u> .....	vii
<u>ABSTRACT</u> .....	viii
<u>LIST OF FIGURES</u> .....	6
<u>LIST OF TABLES</u> .....	7
<u>CHAPTER 1</u> .....	8
<u>INTRODUCTION</u> .....	8
<u>1.1 Background of the Study</u> .....	8
<u>1.1.1 Global Perspective of Leadership, Corporate Social Responsibility, and Sustainability in Airlines</u> .....	9
<u>1.1.2 Regional Perspective of Leadership, Corporate Social Responsibility, and Sustainability in Airlines</u> .....	12
<u>1.1.3 Local Perspective of Leadership, Corporate Social Responsibility, and Sustainability in Airlines</u> .....	13
<u>1.2 Statement of the Problem</u> .....	15
<u>1.3 A brief overview of Kenya Airways and its sustainability practices</u> .....	17
<u>1.4 Objectives of the Study</u> .....	20
<u>1.4.1 General Objectives of the Study</u> .....	20
<u>1.4.2 Specific Objectives of the Study</u> .....	21
<u>1.5 Research Questions</u> .....	21
<u>1.6 Scope of the Study</u> .....	21
<u>1.6.1 Justification of the Study</u> .....	21
<u>1.6.2 Assumptions of the Study</u> .....	22
<u>1.7 Interventions</u> .....	23
<u>CHAPTER 2</u> .....	26
<u>LITERATURE REVIEW</u> .....	26
<u>2.1 Introduction</u> .....	26

<b><u>2.2 Theoretical Framework</u></b> .....	27
<b><u>2.3 Leadership and its Role in CSR and Sustainability</u></b> .....	28
<b><u>2.3.1 Transformational Leadership Theory</u></b> .....	30
<b><u>2.3.2 Servant Leadership Theory</u></b> .....	31
<b><u>2.3.3 Ethical Leadership Theory</u></b> .....	31
<b><u>2.4 Corporate Social Responsibility (CSR) Theory</u></b> .....	31
2.4.1 CSR Frameworks: Carroll's CSR Pyramid and the Triple Bottom Line (TBL) Approach .....	31
2.4.2 Sustainability Models: The Triple Bottom Line (TBL) and the Sustainable Development Goals (SDGs) .....	35
<b><u>2.5 Empirical Review</u></b> .....	36
2.5.1 Key Performance Measurement and Indicators of Leadership, CSR, and Sustainability Practices .....	38
2.5.2 Key Performance Targets of Leadership, CSR, and Sustainability Practices .....	40
<b><u>2.6 Corporate Social Responsibility in the Aviation Industry</u></b> .....	41
<b><u>2.7 Competitive Advantage Theory</u></b> .....	44
2.7.1 Porter's Generic Strategies .....	44
2.7.2 Resource-Based View (RBV) .....	46
2.7.3 Dynamic Capabilities Theory .....	46
2.7.4 Models That Explain How CSR and Competitive Advantage Are Related .....	47
<b><u>2.8 Case Studies of Other Airlines CSR &amp; Sustainability Practices</u></b> .....	49
2.8.1 Impact on Competitive Advantage .....	49
<b><u>2.9 Overview of Sustainability Practices in the Aviation Industry</u></b> .....	51
<b><u>2.10 Critiques of Existing Literature</u></b> .....	52
<b><u>2.11 Research Gap</u></b> .....	54
<b><u>2.12 Summary of Literature Review</u></b> .....	55
<b><u>CHAPTER 3</u></b> .....	57
<b><u>RESEARCH METHODOLOGY</u></b> .....	57
<b><u>3.1 Introduction</u></b> .....	57
<b><u>3.2 Research Design</u></b> .....	57
<b><u>3.3 Target Population</u></b> .....	58
<b><u>3.4 Sampling Frame</u></b> .....	58
<b><u>3.5 Sample Technique and Sampling Size</u></b> .....	59

3.5.1 Sample Size .....	59
<b><u>3.6 Data Collection Instruments &amp; Procedures</u></b> .....	60
3.6.1 Data Collection Instruments: .....	60
3.6.2 Data Collection Procedure: .....	60
<b><u>3.7 Pilot Testing</u></b> .....	60
3.7.1 Reliability of the Research Instrument .....	61
3.7.2 Validity of the Instrument .....	61
<b><u>3.8 Data Analysis and Presentation</u></b> .....	61
3.8.1 SWOT Analysis .....	62
3.8.2 PESTLE Analysis .....	65
<b><u>3.9 Comparative Analysis</u></b> .....	68
<b><u>3.10 Ethical Considerations</u></b> .....	75
<b><u>3.11 Limitations</u></b> .....	75
<b><u>3.12 Recommendations</u></b> .....	75
<b><u>3.13 Results and Findings</u></b> .....	76
3.13.1 Overview of Kenya Airways Sustainability Practices .....	76
3.13.2 Analysis of the Impact of CSR Initiatives on the Airline's Competitive Advantage .....	76
3.13.3 Major Forces and Obstacles to Successful CSR Implementation .....	77
3.13.4 Comparison with Other Airlines CSR Practices and Competitive Advantage .....	77
CHAPTER 4 .....	78
SUMMARY, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS .....	78
<b><u>4.1 Introduction</u></b> .....	78
<b><u>4.2 Implications for Theory and Practice of the Results</u></b> .....	78
<b><u>4.3 Summary of Findings</u></b> .....	78
4.3.1 Key Finding Summary .....	79
4.3.2 Summary Research Contributions to Leadership, CSR, Sustainability Practices, and Competitive Advantage in the Aviation Sector .....	79
<b><u>4.4 Discussions</u></b> .....	80
4.4.1 What are the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability? .....	81
<b><u>4.4.2 What are the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders?</u></b> .....	81

<a href="#"><u>4.4.3 What are the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts?</u></a>	82
<b><a href="#"><u>4.5 Conclusions</u></a></b>	83
<b><a href="#"><u>4.5.1 Conclusion from the Research</u></a></b>	83
<a href="#"><u>4.5.2 What are the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability?</u></a>	83
<a href="#"><u>4.5.3 What are the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders?</u></a>	84
<a href="#"><u>4.5.4 What are the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts?</u></a>	85
<b><a href="#"><u>4.6 Recommendations</u></a></b>	86
<a href="#"><u>4.6.1 Recommendations for Improvement</u></a>	86
<a href="#"><u>4.6.2 What are the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability?</u></a>	87
<a href="#"><u>4.6.3 What are the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders?</u></a>	87
<a href="#"><u>4.6.4 What are the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts?</u></a>	87
<a href="#"><u>4.6.5 Recommendations for Future CSR Initiatives in the Aviation Industry</u></a>	88
<b><a href="#"><u>REFERENCES:</u></a></b>	889
<a href="#"><u>APPENDIX 1:</u></a>	100
<a href="#"><u>INTERVIEW GUIDE FOR THE PRIMARY DATA COLLECTION</u></a>	100
<a href="#"><u>APPENDIX 2:</u></a>	101
<a href="#"><u>LETTER INVITING YOU TO TAKE PART IN A STUDY</u></a>	101
<a href="#"><u>APPENDIX 3:</u></a>	102
<a href="#"><u>RESEARCH QUESTIONNAIRE</u></a>	102
<b><a href="#"><u>Corporate Social Responsibility (CSR) and Competitive Advantage in the Aviation Sector</u></a></b>	102
<b><a href="#"><u>Introduction:</u></a></b>	102
<b><a href="#"><u>Section 1: Respondent Information</u></a></b>	102
<b><a href="#"><u>Section 2:</u></a></b>	103
<b><a href="#"><u>Sustainability and Corporate Social Responsibility (CSR) in the Aviation Sector</u></a></b>	103
<b><a href="#"><u>Section 3:</u></a></b>	108

*CSR and Competitive Advantage* ..... 108  
*Kenya Airways Leadership and CSR* ..... 109  
Section 4.....109  
Section 5: ..... 110  
*Additional Comments* ..... 110  
**Conclusion:**..... 110  
APPENDIX 4: ..... 111  
KENYA AIRWAYS SUSTAINABILITY REPORT ..... 111  
APPENDIX 5: ..... 113  
THE RESEARCH TIMELINE..... 113  
APPENDIX 6: ..... 114  
THE RESEARCH BUDGET ..... 114

## LIST OF FIGURES

<u><b>Figure 1 :</b> Above shows a Kenya Airways Plane parked at JKIA offloading cargo (Image By: KQ,2022)</u> .....	15
<u><b>Figure 2:</b> Percentage of fuel efficiency. The four major areas of savings, plotted along the x-axis, with their corresponding percentage of fuel efficiency on the y-axis, help visualize the extent to which Kenya Airways has successfully reduced its carbon footprint through fuel efficiency initiatives across the different areas of operation mainly regarding the following:</u> .....	18
<u><b>Figure 3:</b> (Above Image: KQ, 2021) Above is Jomo Kenyatta International Airport with a fleet of KQ Boeing aircraft.</u> .....	20
<u><b>Figure 4 :</b> Carroll’s CSR Pyramid (Archie B. Carroll,1979)</u> .....	32
<u><b>Figure 5 :</b> Triple Bottom Line (TBL) Approach (John Elkington,1994)</u> .....	34
<u><b>Figure 6 :</b> Sustainable Development Goals (United Nations,2015) ..... <b>Error! Bookmark not defined.</b></u>	
<u><b>Figure 7:</b> Michael Porter's Generic Strategies (Porter M.E,1985)</u> .....	45
<u><b>Figure 8 :</b> Resource-Based View (Barney,1986; Hamel&amp;Prahalad,1996)</u> .....	46
<u><b>Figure 9 :</b> Dynamic Capabilities Systems Theory (Shumway-Cook &amp; Woollacott,2012)</u> .....	47
<u><b>Figure 10 :</b> Green Competitive Advantage Model (Ottman et. al,2006)</u> .....	49
<u><b>Figure 11 :</b> above is a conventional Dash-8 300 on the taxiway at Eldoret International Airport, Kenya.</u> .....	74
<u><b>Figure 12 :</b> Above is the electric aircraft ES-19. It is a 19-seater electric plane designed to enhance the economic viability of Air Transport services to remote areas. Heart Aerospace based at Save Airport in Gothenburg; Sweden is planning to have its ES-19 operating by 2025.</u> .....	75

## LIST OF TABLES

<u>Table 1: Regulation of Air Traffic</u> .....	11
<u>Table 2: Stratum for Kenya Airways</u> .....	58
<u>Table 3:SWOT Analysis of Kenya Airways Corporate Social Responsibility and Competitive Advantage (Bengtsson, 2012)</u> .....	65
<u>Table 4:Pestle Analysis for Kenya Airways</u> .....	68
<u>Table 5: Differences in fuel, maintenance, range, speed, and Maximum Take-off weight between conventional and electric aircraft.</u> .....	74



# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of the Study**

The Aviation Industry is vital in fostering global connectivity, economic growth, and cultural exchange, transcending geographical boundaries, and promoting international relations (Smith, 2016). Within this complex ecosystem, Airlines serve as central entities facilitating the movement of goods and people on a global scale (Bieger & Wittmer, 2006). As the world becomes increasingly interconnected, Airlines play a crucial role in establishing new trade routes, promoting tourism, and facilitating international communication (Ito & Lee, 2018).

However, the Aviation Sector faces challenges beyond its contributions to global progress. Growing concerns about climate change, environmental sustainability, and social responsibility have subjected Airlines to heightened scrutiny (Brouder et al., 2018). With the Aviation Industry significantly contributing to greenhouse gas emissions (Gössling et al., 2017), there is an urgent need to balance its role in global connectivity with the imperative of environmental responsibility (Peeters et al., 2019).

Kenya Airways, one of Africa's leading Airlines, operates within this dynamic and multifaceted Aviation landscape (Kweyu & Nyamao, 2017). The Airline's strategic importance extends beyond regional Air Travel, as it serves as a microcosm of the Airline's global challenges and opportunities (Kimatu, 2017). Kenya Airways operations intersect with the economic aspirations of Kenya, the socio-cultural diversity of its workforce, and the environmental stewardship required to ensure long-term sustainability (Ikiara, 2014).

Against this backdrop, the study on leadership, Corporate Social Responsibility (CSR), and sustainability within Kenya Airways assumed paramount significance (Kamau & Keitany, 2017). Kenya Airways experiences and practices offered valuable insights into the intricate interplay of leadership, CSR, and sustainability within the Aviation Sector, especially in a developing economy (Gakure et al., 201). This study delved into the leadership styles, CSR initiatives, and sustainability practices of Kenya Airways to comprehend how these dimensions intersect and influence the Airline's performance (Akama & Kieti, 2003). Furthermore, it explored how the Airline addresses global

challenges such as climate change and societal responsibilities while maintaining its role as a catalyst for economic development and connectivity (Kimatu, 2017).

The Aviation industry plays a significant role in global economic development, connecting people and facilitating trade (Smith, 2016). However, the industry also faces numerous challenges related to environmental impact and social responsibility (Gössling et al., 2017). This research proposal investigated the interplay between leadership practices, corporate social responsibility (CSR) initiatives, and sustainability efforts of Kenya Airways, a prominent African Airline that plays a pivotal role in regional and international air travel (Kweyu & Nyamao, 2017). Consequently, the study provided valuable insights into the Airline's strategies to balance economic success with environmental and social responsibilities (Kimatu, 2017).

This research provided valuable recommendations to Kenya Airways leadership on strengthening its commitment to CSR and sustainability while fostering a culture of responsible business practices throughout the organization (Gakure et al., 2015). The findings contributed to the academic understanding of the relationship between leadership, CSR, and sustainability in the Aviation Industry while offering practical insights for other Airlines and businesses seeking to enhance their sustainability efforts (Akama & Kieti, 2003). It also provided practical insights for the Airline Industry and policymakers (Onsongo et al., 2017). It served as a stepping stone towards fostering a more sustainable and socially responsible Aviation Sector in Kenya and, by extension, the broader global community (Kimatu et al., 2016). Ultimately, the study aspired to promote a more sustainable and socially responsible Aviation Sector in Kenya and beyond (Onsongo et al., 2017).

### **1.1.1 Global Perspective of Leadership, Corporate Social Responsibility, and Sustainability in Airlines**

Leadership, Corporate Social responsibility (CSR), and sustainability are crucial aspects of the Airline Industry from a global perspective. Airlines play a significant role in connecting people and goods across the world, making them influential entities that can shape society and impact the environment. This comprehensive analysis delved into each of these areas individually, highlighting their importance and providing examples of how airlines are addressing them.

On leadership, effective leadership is essential for any organization, including Airlines. In the context of the Airline Industry, leadership involves guiding the company toward achieving its goal while considering the interests of various stakeholders such as employees, customers, investors, and communities (Anthony D'Souza,1994).

Strong leadership is necessary to navigate through challenges such as economic fluctuations, technological advancements, regulatory changes, and environmental concerns (IATA,2018). Airline requires leaders who possess a combination of technical expertise, strategic thinking, and interpersonal skills. They must be able to make informed decisions that balance profitability with social and environmental responsibilities. Additionally, leaders in the Airline Industry need to adapt to changing market dynamics and embrace innovation to stay competitive. An example of leadership in the Airline is by implementation of safety measures (ATAG,2021). Leaders prioritize safety by establishing robust protocols, investing in training programs for employees, and ensuring compliance with international aviation standards (ICAO,2016). Safety is a fundamental aspect of Airline operations that requires strong leadership commitment. Another area where leadership plays a crucial role is in fostering a positive organizational culture. Leaders set the tone for employee engagement, motivation, and ethical behavior. By promoting a culture of inclusivity, transparency, and accountability, leaders can enhance employee satisfaction and productivity.

On corporate social responsibility in the Airline Industry, CSR initiatives encompass a wide range of activities aimed at addressing social, economic, and environmental issues (Purvis & Ben,2019). Airlines have recognized the importance of CSR as it contributes to their reputation, brand image, and long-term sustainability, CSR initiatives in the Airline Industry often focus on areas such as community engagement, philanthropy, environmental conservation, and employee well-being. Community engagement is a significant aspect of CSR for Airlines. Many Airlines actively participate in community development projects, support local charities, and contribute to disaster relief efforts. For example, Airlines may provide free transportation for medical supplies during emergencies or sponsor educational programs in underserved communities (Benedict ,2015). Environmental sustainability is another key area of CSR for Airlines. The Aviation Industry is responsible for a significant portion of global greenhouse gas emissions. To address this issue, Airlines have implemented various measures to reduce their carbon footprint. These include investing in fuel-efficient aircraft, adopting sustainable

aviation fuels (SAF), implementing recycling programs, and offsetting carbon emissions through partnerships with environmental organizations (ICAO,2019).

Sustainability in the Airline Industry refers to the ability of Airlines to operate in a manner that meets present needs without compromising the ability of future generations to meet their own needs (Farrington & John,2010). It encompasses environmental sustainability, social responsibility, and economic viability (Mao&Yong,2019). Environmental sustainability is a critical aspect of airline operations due to the industry’s significant carbon footprint. Airlines are increasingly adopting sustainable practices to minimize their impact on climate change. This includes investing in more fuel-efficient aircraft, optimizing flight routes to reduce fuel consumption, implementing advanced air traffic management systems (ATMs), and exploring alternative fuels (Dimitri,2021). Social sustainability involves considering the social impacts of Airline operations on employees, customers, and communities. Airlines strive to create a positive social outcome by ensuring fair employment practices, providing excellent customer service experiences, supporting local communities through various initiatives, and respecting human rights throughout supply chains. Economic sustainability is essential for the long-term viability of Airlines. This involves maintaining profitability, managing costs, and adapting to changing market conditions (Daly &Herman,1996). Airlines need to balance financial success with social and environmental responsibilities to ensure their continued existence and growth.

The attached table below is the free exercise of the first to the ninth freedom rights for passenger and air freight air services by eligible Airlines; See Table 1 (IATA, 2013).

**Table 1: Regulation of Air Traffic**

First Freedom	The right to fly across a foreign state without landing.
Second Freedom	The right to land in a foreign country for non-traffic purposes
Third freedom	The right to fly from one’s own state to another country.
Fourth Freedom	The right to fly from another state to one’s own.

Fifth freedom	The right to fly between two foreign states on a flight originating or ending in one's own state.
Sixth freedom	The right to fly from a foreign country to another while stopping in one's own country for non-technical reasons
Seventh freedom	The right to fly between two foreign countries, where the flights do not touch one's own country.
Eighth Freedom	The right to fly inside a foreign country, continuing to one's own country (Consecutive Cabotage).
Ninth Freedom	The right to fly within a foreign country without continuing to one's own country (Stand Alone Cabotage).

**Source: Heracleous, Wirtz, and Pangarkar (2009).**

### **1.1.2 Regional Perspective of Leadership, Corporate Social Responsibility, and Sustainability in Airlines**

In the context of African Airlines, leadership is influenced by various factors such as political stability, regulatory frameworks, economic conditions, and cultural diversity. One example of successful leadership in African Airlines is Ethiopian Airlines. Ethiopian Airlines has become one of the leading carriers on the continent. Its visionary leadership has focused on expanding the Airline's network, investing in modern aircraft, and promoting a customer-centric approach (Boyatzis,2003). This has resulted in consistent profitability and recognition as one of Africa's most successful Airlines.

On Corporate social responsibility (CSR), Airlines are increasingly recognizing the importance of CSR initiatives to enhance their reputation, engage stakeholders, and contribute to sustainable development. CSR initiatives in the Aviation Sector encompass a wide range of areas including community development, education, health, environmental conservation, and employee welfare (Carroll & Archie B,1991). Kenya Airways is an example of an African Airline that has embraced CSR as a core part of its business strategy. The Airline has implemented various initiatives to support education and healthcare in local communities. For instance, Kenya Airways sponsorships for underprivileged students and partners with medical organizations to provide healthcare services to remote areas. These

CSR efforts have not only had a positive impact on the communities but have also enhanced the Airline's brand image and customer loyalty (Crowther &David,2000).

Sustainability is a crucial aspect of the Aviation Industry, and African Airlines are increasingly adopting sustainable practices to minimize their environmental footprint. This includes initiatives to reduce carbon emissions, improve fuel efficiency, and promote renewable energy sources (Berg &Christian 2020). However, African Airlines face unique challenges in achieving sustainability due to factors such as limited infrastructure, high operating costs, and reliance on older aircraft. Kenya Airways has been at the forefront of sustainability efforts in African Aviation. The Airline has implemented various measures to reduce its environmental impact, including investing in fuel-efficient aircraft, implementing waste management programs, and promoting sustainable tourism (Ekins, Paul: Zenghelis, Dimitri,2021). Kenya Airways has also collaborated with industry stakeholders and government agencies to develop sustainable aviation strategies at a regional level.

However, there are also opportunities for growth and improvement. The African Union's Single African Air Transport Market (SAATM) initiative aims to liberalize Air Transport across the continent, which can lead to increased connectivity and economic benefits. Furthermore, partnerships with international organizations and knowledge-sharing platforms can help African Airlines access expertise and resources to address challenges effectively. By leveraging opportunities for growth and collaboration, African Airlines could continue to thrive and contribute to the sustainable development of the continent (IATA,2019).

### **1.1.3 Local Perspective of Leadership, Corporate Social Responsibility, and Sustainability in Airlines**

In recent years, leadership, CSR, and sustainability have become increasingly important topics in the Airline Industry worldwide. Kenya, as a developing country with a growing Aviation Sector, is no exception. The local perspective on these issues in the Kenyan Airline industry reflects both the challenges faced by Airlines and the efforts made to address them. On leadership, Airline leaders are expected to possess strong management skills, industry knowledge, and the ability to navigate complex regulatory frameworks (Chemers,1997). They are responsible for making strategic decisions that ensure the profitability and sustainability of their Airlines. One key aspect of leadership in Kenyan Airlines is the need to adapt to changing market dynamics. The Aviation Industry in Kenya has experienced

significant growth over the past decade, driven by factors such as increased tourism, business travel, and a growing middle class.

Leaders must be able to anticipate and respond to these changes by developing innovative strategies that meet customer demands while maintaining operational efficiency (Peter G,2018). Furthermore, leadership in Kenyan Airlines is also expected to prioritize safety and security. This is particularly important given the global concerns surrounding Aviation Safety. Airlines must comply with international standards set by organizations such as the International Civil Aviation Organization (ICAO) and ensure that their operations adhere to strict safety protocols (ICAO,2021).

CSR plays a significant role in Kenya Airlines by addressing social, and environmental challenges while promoting sustainable development. One area where Kenyan Airlines has focused its CSR efforts is community development. Many Airlines have implemented programs aimed at improving education, healthcare, and infrastructure in local communities. For example, some Airlines have partnered with schools to provide scholarships or donated medical equipment to hospitals in underserved areas. Environmental sustainability is another key aspect of CSR in Kenyan Airlines. Given the global concern over climate change, Airlines are increasingly under pressure to reduce their carbon footprint. Some Airlines have taken steps to invest in fuel-efficient aircraft, implement recycling programs, and support renewable energy projects (Brelje &Martins,2019). Additionally, Airlines have also been involved in wildlife conservation efforts, particularly in protecting endangered species such as elephants and rhinos.

In Kenya, Sustainability is a growing focus for Airlines as they recognize the importance of balancing profitability with social and environmental considerations. From an economic perspective, sustainability in Kenya Airlines involves ensuring financial stability and profitability. This includes effective cost management, revenue diversification, and investment in modern technologies that improve operational efficiency. By maintaining financial viability, Airlines could contribute to providing employment opportunities and contribute to the country's economy (Daly & Herman E,1996). Social Sustainability entails promoting inclusivity and diversity within the Airline Industry. Kenyan Airlines is working towards creating equal opportunities for all individuals regardless of gender, ethnicity, or background. This includes initiatives such as promoting gender equality in leadership positions and providing training programs for underprivileged youth interested in Aviation careers (Caldwell &Kevin,2016).

Environmental Sustainability is a critical aspect of sustainability in Kenya Airlines. Airlines are increasingly adopting eco-friendly practices such as reducing greenhouse gas emissions, minimizing waste generation, and implementing sustainable fuel alternatives. Some Airlines have also partnered with environmental organizations to support conservation projects and raise awareness about environmental issues (Winkler,2020).



**Figure 1 :** Above shows a Kenya Airways Plane parked at JKIA offloading cargo (Image By: KQ,2022)

**1.2 Statement of the Problem**

The Aviation Industry faces a dynamic, multifaceted landscape of challenges and opportunities (Smith, 2016). Airlines worldwide are grappling with the need to balance the imperatives of global connectivity, economic sustainability, and environmental responsibility (Gössling et al., 2017). Within this intricate context, leadership practices, Corporate Social Responsibility (CSR) initiatives, and sustainability



efforts have become pivotal factors influencing an Airline's competitive positioning and societal impact (Bieger & Wittmer, 2006).

Kenya Airways, a prominent African Airline, is a microcosm of the Aviation Sector's broader challenges and opportunities (Kweyu & Nyamao, 2017). While it plays a crucial role in regional and international Air Travel, it operates within a complex environment characterized by diverse stakeholder interests, economic constraints, and environmental concerns (Kimatu, 2017). The central problem addressed by this dissertation is the need to comprehensively understand and analyze the interplay between leadership, CSR, and sustainability within Kenya Airways (Akama & Kieti, 2003).

One of the key challenges faced by Kenya Airways in terms of leadership, is the need for continuous improvement and innovation. The Airline operates in a highly competitive industry where technological advancements and changing customer preferences require leaders to be proactive and forward-thinking. Additionally, effective leadership is necessary for fostering a positive organizational culture that promotes employee engagement and satisfaction (Anthony D'souza,1994).

On CSR, Kenya Airways has implemented various CSR programs aimed at making a positive impact on local communities. These initiatives include supporting education through scholarships and donations to schools, promoting environmental conservation through sustainable practices, and engaging in community development projects (Robert B,2013). However, there are challenges associated with implementing CSR initiatives in the Airline Industry. One such challenge is balancing financial constraints with the desire to make a meaningful impact. Airlines operate in a highly competitive market where profitability is essential for survival (Kemper J; Shilke, 2013). Therefore, finding ways to integrate CSR into business operations while maintaining financial viability can be a complex task.

Sustainability is becoming increasingly important in the Airline Industry as companies strive to minimize their environmental footprint and contribute to global efforts towards mitigating climate change (Winkler,2020). Kenya Airways recognizes the significance of sustainability and has taken steps to reduce its environmental impact. One of the key sustainability challenges faced by Kenya Airways is reducing carbon emissions. The Airline has implemented measures such as investing in fuel-efficient aircraft, optimizing flight routes, and adopting sustainable aviation fuel (ICAO,2020). However, the

Airline Industry faces the challenge of developing and implementing more sustainable technologies and practices to achieve significant reductions in carbon emissions. Another aspect of sustainability for Kenya Airways is ensuring social and economic sustainability. This involves considering the well-being of employees, promoting diversity and inclusion, and contributing to the economic development of local communities (Felicity Cahill,2013).

This dissertation provided a holistic understanding of the challenges and opportunities faced by Kenya Airways in its pursuit of responsible leadership, ethical decision-making, and long-term sustainability (Brouder et al., 2018). By investigating these issues, the study contributed to the academic discourse surrounding administration, CSR, and sustainability (Ikiara, 2014) and offered practical insights that could inform the Airline's strategies and guide policymakers and industry stakeholders in fostering a sustainable and socially responsible Aviation Sector (Peeters et al., 2019).

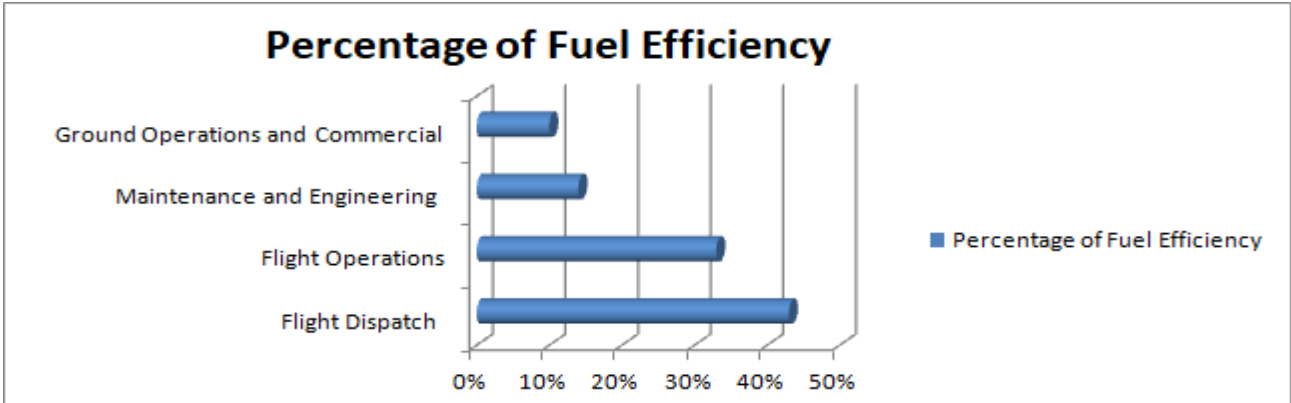
### **1.3 A brief overview of Kenya Airways and its sustainability practices**

Kenya Airways is the Flag Carrier of Kenya and a part of the SkyTeam Alliance. After the division of the East African community and the consequent dissolution of the jointly owned East African Airways, it was founded in January 1977. Jomo Kenyatta International Airport (JKIA) serves as the organization's hub, which is in Embakasi, Nairobi. The Airline flies to more than 50 locations globally, 35 of which are in Africa, using a fleet of more than 30 contemporary aircraft, including nine Boeing 787 Dreamliners, eight Boeing 737-800, and fifteen Embraer E190s. Each year, Kenya Airways handles more than 4 million passengers.

Kenya Airways, a prominent African Airline, has adopted several sustainability initiatives to reduce its environmental effect and increase its corporate social responsibility. Kenya Airways understands the significance of sustainability in the Aviation Sector (Mao, Yong,2013). In 2011, Kenya Airways launched its first sustainability report, outlining the Airline's sustainability initiatives and progress in various areas, including environmental management, social responsibility, and corporate governance. Since then, the Airline has made significant strides in reducing its carbon footprint through initiatives such as fuel-efficient flight operations, investments in modern aircraft, and implementing a green energy program (Mayer & Andreas,2020). A market approach focusing on recycling, carbon offsetting, and supply chain sustainability responds to consumer demand for the propensity for Air travel.

To guarantee that corporate social responsibility standards are followed throughout the customer experience, work is done to oversee and audit the suppliers (Mark S,2012). Parallel to this, the diversity team ensures that consumers with special requirements and mobility concerns receive extra attention (Auger, 2003, p.304). Kenya Airways has implemented several fuel-saving efforts as part of its commitment to reducing carbon emissions. Kenya Airways has currently planted over a thousand native trees. The initiatives are implemented as part of the Airline's regular business operations, guided by IATA standards (IATA,2019). They are divided into four main categories for saving:

1. 43% for flight dispatch
2. 33% of flight operations
- 3.14% for Engineering and Maintenance
- 4.10% for Ground and commercial operations



**Figure 2: Percentage of fuel efficiency.** The four major areas of savings, plotted along the x-axis, with their corresponding percentage of fuel efficiency on the y-axis, help visualize the extent to which Kenya Airways has successfully reduced its carbon footprint through fuel efficiency initiatives across the different areas of operation mainly regarding the following:

**a. Flight Dispatching**

Coordination between flight operations, flight dispatch, and operations control is necessary for fuel economy. Fuel savings and decreased emissions are achieved starting with the planning stage and continuing until landing. The flight dispatcher’s usage of a flight planning system contributes to fuel efficiency by:

- Improving the cost index
- Flight level Optimization

- Alternate commercial and technical selection
- Reduced extra fuel consumption for the pilot and dispatcher.
- Zero Fuel weight precision
- 5% to 3% less contingency fuel is optimized.
- Dispatch strategy
- Staff training on flight planning system for visibility of planning options and optimization of flight routes

## **b. Flight Operations**

The following flight operations efforts attempt to reduce fuel consumption:

- Single-engine taxi in
- Landing with reduced flaps setting.
- Continuous Climb Operations and Continuous Descend Operations (CCO and CDO)
- Reverse idle while landing.
- Techniques for Pilots and flight management
- System for Fuel Efficiency Automation

## **c. Engineering and upkeep**

The measures for maintenance and engineering to save gasoline include:

- Removal of fly-away equipment along a particular path by investing in fuel-efficient aircraft reducing carbon emissions.
- Weight on board: overpaint, dust, and grime.
- The rigging of aircraft panels, doors, and seals reduces drag.
- Unpainted and spotless monitoring and enhancing engine performance.
- Body wash and engine core wash

## **d. Offset Program for Carbon**

Kenya Airways is currently offsetting the carbon emissions produced by its flights to ensure environmental sustainability and achieve carbon-neutral growth (Brelje& Martins,2019). Kenya Airways has implemented a voluntary carbon offsetting platform that allows customers to offset the carbon emitted from their booked flights. The money raised through this program is used to repair the Kasigau Corridor REDD+ project in Voi, Kenya which focuses on reducing deforestation in Tsavo

conservancy. Also, taking part in the CORSIA scheme by being part of carbon trading programs in the EU and the UK.

Kenya Airways has also prioritized corporate social responsibility by investing in local communities through various programs and partnerships, including training, education, healthcare initiatives, and Flying Start (Alvesson, 2000, pp.1125-1149). Overall, Kenya Airways sustainability practices align with the global push towards sustainable development and have positioned the Airline as a leader in sustainability within the African Aviation Industry. This makes Kenya Airways an excellent case study for exploring the feasibility of effective leadership, as the Airline's commitment to sustainability and innovation provides a favorable environment for corporate social responsibility (CSR) (Winkler,2020).

**1.4 Objectives of the Study**

**1.4.1 General Objectives of the Study**

The main objective of this study is to investigate the leadership styles and CSR initiatives in Kenya Airways operations from a sustainability perspective. By examining the potential adoption of effective leadership, CSR, and sustainability initiatives and analyzing its impact on the Airline's Competitive Advantage, this research aimed to contribute to the general body of knowledge on leadership, corporate social responsibility (CSR), sustainability, and its influence on the Aviation Industry (Akama & Kieti, 2003).



**Figure 3: (Above Image: KQ, 2021) Above is Jomo Kenyatta International Airport with a fleet of KQ Boeing aircraft.**

## **1.4.2 Specific Objectives of the Study**

The study aimed to achieve the following specific objectives:

1. To analyze the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability.
2. To examine the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders.
3. To evaluate the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts.

## **1.5 Research questions**

1. What are the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability?
2. What are the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders?
3. What are the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts?

## **1.6 Scope of the Study**

The scope of this study encompassed a multifaceted examination of leadership, Corporate Social Responsibility (CSR), and sustainability practices within Kenya Airways, a prominent African Airline (Hitt et al., 2019). The study focused on various aspects and dimensions of these three critical areas within the organization. The study also needed to consider the social, environmental, and economic viability of effective leadership, CSR, and sustainability initiatives, including factors such as initial investment costs, operating costs, and potential revenue streams.

### **1.6.1 Justification of the Study**

The study on leadership, corporate social responsibility (CSR), and sustainability in the case of Kenya Airways is justified for several reasons. Firstly, leadership plays a crucial role in shaping the strategic direction and overall performance of an organization (Anthony D'Souza, 1994). Understanding the leadership practices within Kenya Airways provided valuable insights into how the Airline is managed and how it addresses challenges related to CSR and sustainability.

Secondly, corporate social responsibility has become increasingly important for business worldwide. It involves the integration of social and environmental concerns into business operations and interactions with stakeholders. Examining Kenya Airways CSR initiatives, sheds light on its commitment to ethical practices, community development, environmental conservation, and employee well-being (IATA,2019).

Lastly, sustainability has emerged as a critical issue for the Aviation Industry due to its significant environmental impact. Airlines are under increasing pressure to reduce their carbon footprint, adopt sustainable practices, and contribute to global efforts to combat climate change (ATAG,2021). Analyzing Kenya Airways sustainability efforts provided insights into its environmental management strategies, fuel efficiency measures, waste reduction initiatives, and engagement with sustainable development goals.

Overall, this study's justification contributed to the body of knowledge on sustainable aviation practices and the specific implications for Kenya Airways (Waddock & McIntosh, 2011). The findings informed strategic decision-making within the Airline Industry, guided policy development for sustainable air travel, and contributed to the broader discourse on environmental sustainability in the Aviation Sector. By examining the feasibility of social, and environmental impact, economic benefits, and competitive advantage of effective leadership, CSR initiatives, and sustainability practices, this study provided valuable insights and recommendations for Kenya Airways and the wider Aviation Community.

### **1.6.2 Assumptions of the Study**

The assumption of the study on leadership, corporate social responsibility, and sustainability in the case of Kenya Airways is that there is a relationship between leadership practices, corporate social responsibility (CSR) initiatives, and sustainability performance within the Airline Industry. The study assumed that effective leadership plays a crucial role in driving CSR and sustainability efforts, which in turn contributed to the long-term success and competitiveness of Airlines.

The assumption underlying this study is that leadership practices have a direct impact on an Airline's CSR initiatives and sustainability performance. Effective leaders are expected to champion CSR efforts by integrating sustainability principles into their strategic decision-making processes, fostering a culture of responsibility throughout the organization, and aligning CSR initiatives with the company's overall

business strategy. By doing so, leaders can drive positive change, enhance stakeholder trust, and create long-term value for the organization.

To validate this assumption, the study on leadership, corporate social responsibility, and sustainability in the case study of Kenya Airways employed various research methods qualitative and quantitative such as surveys, interviews, and analysis of primary and secondary data. The study also examined the specific leadership practices within Kenya Airways, the extent and nature of its CSR initiatives, and the organization's sustainability performance indicators. By analyzing these factors, the researchers were able to assess the relationship between leadership, CSR, and sustainability within the Airline Industry. In conclusion, the assumption of the study on leadership, corporate social responsibility, and sustainability in the case study of Kenya Airways is that, effective leadership practices have a significant impact on an Airline's CSR initiatives and sustainability performance. By integrating CSR principles into their decision-making processes and fostering a culture of responsibility throughout the organization, leaders can drive positive change and contribute to long-term success in the Airline Industry.

## **1.7 Interventions**

Kenya Airways has implemented various interventions that enhanced its performance and contributed to sustainable development. This included the following;

- **Leadership interventions:** Effective leadership is crucial for the success of any organization, including Kenya Airways. The Airline has implemented several interventions to strengthen leadership within the company (Brown & Trevino, 2018). These interventions included:
  1. **Leadership Development Programs:** Kenya Airways has established leadership development programs aimed at nurturing and developing future leaders within the organization. These programs provided employees with opportunities to enhance their leadership skills through training, mentoring, and coaching. By investing in leadership development, Kenya Airways ensured a pipeline of competent leaders who drove the company's growth and success.
  2. **Succession Planning:** To ensure a smooth transition of leadership positions, Kenya Airways has implemented robust succession planning processes. This involved identifying high-potential



employees and grooming them for future leadership roles. By proactively planning for leadership succession, the Airline minimized disruptions and maintained continuity in its operations.

**3. Transformational, Servant & Ethical leadership:** Kenya Airways placed a strong emphasis on transformational, servant, and ethical leadership practices. The company promoted a culture of innovation and growth, inclusion, integrity, transparency, and accountability among its leaders. Transformational, servant and ethical leadership interventions included new ideas in the company, training programs on ethical decision-making, establishing codes of conduct, and fostering a culture of ethical behavior throughout the organization.

➤ **Corporate Social Responsibility (CSR) Interventions:** Kenya Airways recognizes its responsibility towards society and the environment. The Airline had implemented various CSR interventions to make a positive impact on communities and minimize its environmental footprint (Carroll & Shabana, 2010). Some key interventions included:

1. **Community Development Initiatives:** Kenya Airways actively engages in community development initiatives aimed at improving the well-being of local communities. These initiatives focus on areas such as education, healthcare, infrastructure development, and poverty alleviation. By investing in community development, the Airline contributed to social progress and enhanced its reputation as a responsible corporate citizen.

2. **Environmental Sustainability:** Kenya Airways is committed to minimizing its environmental impact and promoting sustainable practices. The Airline has implemented interventions such as fuel efficiency programs, waste management initiatives, and carbon offset projects. Additionally, Kenya Airways actively supports wildlife conservation efforts in Kenya, recognizing the importance of preserving biodiversity for future generations.

3. **Employee Volunteering Programs:** To encourage employee engagement in CSR activities, Kenya Airways has established employee volunteering programs. These programs provided employees with opportunities that contributed their time and skills toward community projects. By involving employees in CSR initiatives, the Airline fostered a sense of pride and purpose among its workforce (Denison, 1990).

➤ **Sustainability Interventions:** Sustainability is a key focus area for Kenya Airways as it strives to operate in an environmentally responsible and economically viable manner (Lozano,2015). The Airline has implemented various interventions to enhance sustainability across its operations:

1. **Fuel efficiency Measures:** Kenya Airways has adopted fuel-efficient technologies and operational practices to reduce its carbon emissions. This includes investing in modern aircraft with improved fuel efficiency, optimizing flight routes, and implementing fuel-saving procedures during operations. By prioritizing fuel efficiency, the Airline reduced its environmental impact while also improving cost-effectiveness (Winkler,2020).

2. **Renewable Energy Adoption:** To further reduce its carbon footprint, Kenya Airways explored the adoption of renewable energy sources for its ground operations. This includes initiatives such as solar power installations at airports and the use of biofuels for ground vehicles. By transitioning to renewable energy sources, the Airline reduced reliance on fossil fuels and contributed to the global shift towards clean energy.

3. **Stakeholder Engagement:** Kenya Airways also recognizes the importance of engaging stakeholders in its sustainability efforts. The Airline actively collaborates with industry partners, government agencies, local communities, and non-governmental organizations to drive sustainability initiatives. By involving stakeholders, Kenya Airways ensured a holistic approach to sustainability and benefited from diverse perspectives and expertise (Aguinis et al., 2011).

In conclusion, Kenya Airways has implemented various interventions to enhance leadership, corporate social responsibility, and sustainability within the organization (IATA,2018). These interventions include leadership development programs, succession planning, transformational, servant, and ethical leadership practices, community development initiatives, environmental sustainability measures, employee volunteering programs, fuel efficiency measures, renewable energy adoption, and stakeholder engagement (ATAG,2021). By prioritizing these areas, Kenya Airways aims to achieve long-term success while making a positive impact on society and the environment.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter of the research study delved into an extensive review of the existing literature on leadership, corporate social responsibility (CSR), sustainability, and competitive advantage in the Aviation Sector. This literature review served as a foundation for understanding the study's conceptual framework and theoretical underpinnings while also identifying the gaps and opportunities for further research.

In the present years, there has been a growing recognition of the importance of sustainability and CSR in the Aviation Industry. Worldwide Airlines face increasing pressure to address environmental concerns, reduce carbon emissions, and contribute to sustainable development (Smith et al., 2019; Kim et al., 2020). Furthermore, the Aviation Sector is highly competitive, and Airlines constantly seek ways to gain a competitive edge in the market (Hsieh et al., 2018; Zhu et al., 2019).

This chapter explored the relationship between leadership, CSR initiatives, sustainability practices, and competitive advantage, specifically within the context of the Aviation Sector. By examining the relevant literature, the study sought insight into how Airlines leveraged CSR initiatives to enhance competitiveness and achieve sustainable growth (Lee et al., 2017; Ramus & Montiel, 2020).

The literature study begins with a general review of the concept of leadership dynamics, CSR initiatives, sustainability practices, competitive advantage, and its evolution over time. It explored leadership styles, CSR and sustainability initiatives, and various definitions and perspectives, highlighting its multi-dimensional nature and the different stakeholder expectations (Carroll, 1991; Freeman, 1984). The discussion also touched upon the motivations for companies to actively engage in effective leadership, CSR, and sustainability initiatives including regulatory compliance, reputation enhancement, and stakeholder pressures (McWilliams & Siegel, 2001; Margolis & Walsh, 2003).

Subsequently, the literature review focused on the Aviation Industry, providing an in-depth analysis of leadership and CSR practices and initiatives, and sustainability integration by Airlines worldwide. It examined the specific leadership styles and CSR initiative areas relevant to the Aviation Sector, such as environmental sustainability, social responsibility, and economic development (Lu et al., 2018; Kim

& Park, 2019). The review also investigated the drivers and barriers Airlines face when implementing CSR and sustainability programs (Richter et al., 2015; Zhu et al., 2021).

To establish the relationship between leadership, CSR, sustainability, and competitive advantage the literature review explored the theoretical frameworks and models developed in the field. It examined how effective leadership, CSR, and sustainability practices created value for Airlines by enhancing their reputation, attracting customers, improving employee morale, and managing risk (Porter & Kramer, 2006; Sen & Bhattacharya, 2001). The review also discussed the potential challenges and trade-offs associated with integrating CSR and sustainability into business strategies (Bansal & Roth, 2000; Margolis et al., 2007).

An essential idea in the Aviation Sector is corporate social responsibility (CSR), which includes an Airline's obligation to operate sustainably, reduce its environmental effect, and support the social and economic growth of the communities they serve. CSR has changed in recent years from being solely charitable and ethical to being more strategically and commercially oriented, with the ability to increase competitive advantage in the Aviation Sector.

Lastly, the chapter concluded by identifying the gaps and limitations in the existing literature, paving the way for the subsequent chapters, research methodology, and review. This chapter laid the groundwork for a detailed understanding of the subject matter and set the stage for the research findings and recommendations through the critical review of leadership styles, CSR initiatives, sustainability practices, and competitive advantage in the Aviation Sector.

Overall, this literature review chapter's objective contributed to the vast knowledge of leadership styles, CSR initiatives, sustainability practices, and competitive advantage in the Aviation Industry. It provided a comprehensive overview of the existing research, identified gaps, and established the context for the subsequent chapter's empirical investigation into the leadership styles, CSR practices, and their potential for enhancing sustainability and competitive advantage in the Aviation Sector.

## **2.2 Theoretical framework**

The framework is drawn up from four main theories from the study: Leadership, Corporate Social Responsibility (CSR), sustainability, and Competitive Advantage (Eisenhardt, 1989). These theories

provided a foundation for understanding the relationship between leadership, CSR, and sustainability practices, and their impact on an Airline's competitive advantage.

The theoretical framework integrated these four theories to understand the relationship between leadership styles, CSR initiatives, sustainability practices, and competitive advantage by Kenya Airways. It proposed that by embracing CSR principles and investing in strong leadership, Kenya Airways enhanced its sustainability performance, reduced carbon emissions, lowered operational costs, and gained a competitive advantage in the Aviation Industry.

The framework suggested that effective leadership and sustainability practices, driven by CSR initiatives, were a key driver of competitive advantage for Airlines. It highlighted the importance of aligning CSR and sustainability practices with business strategy and engaging stakeholders in the adoption process. Additionally, the framework recognized the role of regulatory frameworks, stakeholder demands, and financial considerations in shaping the feasibility and success of CSR and sustainability initiatives.

By utilizing this theoretical framework, the study explored the potential of strong leadership, and CSR adoption as a commercial strategic approach for Kenya Airways to achieve its sustainability goals, improve operational efficiency, and enhance its competitive advantage in the Aviation Industry. The theoretical framework drew upon key theoretical perspectives and models relevant to these dimensions.

### **2.3 Leadership and its Role in CSR and Sustainability**

Leadership plays a pivotal role in steering and shaping an organization's Corporate Social Responsibility (CSR) and sustainability endeavors (Smith et al., 2022). Effective Leadership not only sets the ethical tone but also guides the seamless integration of CSR and sustainability into an organization's core values and operational practices hence giving it a competitive edge over other Airlines. In this section, we delved into the multifaceted role of Leadership in the realms of CSR and sustainability, examining diverse leadership styles and their profound impacts on these dimensions.

#### **➤ Transformational Leadership:**

Transformational leaders are distinguished by their capacity to inspire and motivate teams, fostering a shared vision and nurturing innovation (Bass & Riggio, 2023). Within the context of CSR and

sustainability, transformational leaders are instrumental in cultivating a culture of purpose and social responsibility. They ignite the enthusiasm of employees to participate in CSR initiatives actively and fervently advocate for sustainability pursuits. Their visionary approach seamlessly aligns organizational objectives with broader societal and environmental well-being.

➤ **Servant Leadership:**

Servant leaders prioritize the needs of employees and stakeholders above their self-interest, embodying a leadership style that harmonizes well with CSR principles underlining ethical conduct, community engagement, and stakeholder contentment (Greenleaf, 2022). Servant leaders facilitate the nurturing of a sense of social responsibility within the organization by demonstrating unwavering commitment to serving shareholders and the larger community and environment.

➤ **Ethical Leadership:**

Ethical leaders establish high moral standards and exemplify ethical behavior in all their actions (Brown & Treviño, 2022). They institute codes of conduct that underscore honesty, integrity, and conscientious decision-making. Ethical Leadership stands as a cornerstone in the domain of CSR, ensuring that organizations operate ethically, treating employees, customers, and the environment with the utmost respect and fairness.

➤ **Sustainable Leadership:**

Sustainable Leadership extends the concept of sustainability beyond environmental considerations, encompassing economic and social sustainability (Waddock & Lozano, 2022). Sustainable leaders ardently commit to long-term success, which encompasses financial stability, social responsibility, and environmental stewardship. Their prioritization of sustainable practices translates into benefits for all stakeholders and contributes to the enduring prosperity of the organization.

➤ **Inclusive Leadership:**

Inclusive leaders wholeheartedly embrace diversity and inclusion as indispensable elements of organizational triumph (Cox & Blake, 2022). Within the ambit of CSR, inclusive Leadership actively promotes diversity in CSR initiatives, acknowledging the unique requirements and perspectives of diverse stakeholder groups. This approach guarantees that CSR efforts are inclusive and address issues of social equity.

➤ **Shared Leadership:**

Shared Leadership underscores collective decision-making and shared accountability among team members (Pearce & Conger, 2022). Within the context of CSR and sustainability, shared leadership fosters heightened employee engagement. It nurtures a sense of ownership and collaboration, enabling diverse viewpoints to contribute to the realization of sustainability goals.

➤ **Authentic Leadership:**

Authentic leaders are renowned for their genuineness, transparency, and consistency in their actions and communication (Avolio & Gardner, 2022). They engender trust among employees and stakeholders, a fundamental requirement for successful CSR and sustainability endeavors. Authentic leaders are more likely to gain the confidence of the public and investors when conveying the organization's CSR and sustainability practices.

Leadership in the realms of CSR and sustainability transcends a singular leadership style; it entails a fusion of leadership attributes and methodologies that align with the organization's values and objectives. Influential leaders within Kenya Airways are tasked with navigating the intricate landscape of the Airline Industry while upholding the Airline's steadfast commitment to CSR and sustainability. By adroitly adopting and adapting various leadership styles, Kenya Airways can foster a culture of responsible leadership that propels CSR and sustainability goals, giving it a competitive edge thereby contributing to its long-term success and generating a positive societal impact. In the sections below we will cover three basic leadership theories employed by Kenya Airways; Transformational, Servant, and ethical Leadership.

### **2.3.1 Transformational Leadership Theory**

Transformational leadership theory provides a foundational framework for understanding how leadership styles and strategies employed by Kenya Airways influence the integration of CSR and sustainability into its operations (Bass & Riggio, 2006). This theory posits that effective leaders inspire and motivate their teams by fostering a shared vision, encouraging innovation, and promoting ethical behavior. Within the context of this study, transformational leadership is expected to play a significant role in driving CSR and sustainability initiatives (Bass & Riggio, 2006). Leaders who exhibit transformational traits are more likely to champion socially responsible practices and sustainable strategies, aligning the organization's goals with societal and environmental well-being.

### **2.3.2 Servant Leadership Theory**

Servant leadership theory is a management philosophy that emphasizes the importance of serving others and putting their needs first. It focuses on the leader's responsibility to support and develop their employees, enabling them to reach their full potential. This approach to leadership is particularly relevant in the context of corporate social responsibility (CSR) and sustainability, as it promotes ethical decision-making, employee well-being, and community engagement (Anthony D'Souza,1994). Kenya Airways incorporates servant leadership theory into its CSR and sustainability efforts. The company focuses on employee development and well-being, ethical decision-making, and community engagement aiming to create a positive impact in the Aviation Industry.

### **2.3.3 Ethical Leadership Theory**

Ethical leadership is a leadership approach that emphasizes the importance of moral principles, values, and ethics in decision-making and behavior. In the context of CSR and sustainability, ethical leadership is critical in ensuring that Kenya Airways operations are guided by ethical principles and values that prioritize the well-being of society and the environment. One of the key ethical leadership theories that can be applied to CSR and sustainability in Kenya Airways is the stakeholder theory. This theory posits that organizations have a responsibility to all stakeholders, including employees, customers, suppliers, local communities, and the environment. Kenya Airways therefore needs to consider the interests of all stakeholders when making decisions about CSR and sustainability initiatives (Porter, M.E; Kramer, M.R ,2011).

## **2.4 Corporate Social Responsibility (CSR) Theory**

CSR theory poses that organizations have an ethical and social responsibility to operate, promote sustainable development, and address societal concerns. It emphasizes the integration of environmental, social, and economic considerations into an organization's business strategy and operations. This study used CSR theory to examine the role of sustainability practices, in promoting responsible and ethical operations within Kenya Airways (Kotler &Philip,2013).

### **2.4.1 CSR Frameworks: Carroll's CSR Pyramid and the Triple Bottom Line (TBL) Approach**

Carroll's CSR Pyramid and the Triple Bottom Line (TBL) approach are pivotal frameworks for evaluating CSR initiatives within Kenya Airways (Carroll, 1991; Elkington, 1997). Carroll's pyramid



defines four tiers of CSR responsibilities: economic, legal, ethical, and philanthropic. This framework would be applied to assess the breadth and depth of Kenya Airways CSR efforts, considering not only economic and legal responsibilities but also ethical and philanthropic contributions to society (Carroll, 1991).

The TBL approach, encompassing economic, social, and environmental dimensions, provided a holistic perspective on CSR (Elkington, 1997). It was used to evaluate the alignment of Kenya Airways CSR initiatives with sustainable development goals, considering the broader societal and environmental impacts of the Airline's activities (Elkington, 1997). These CSR frameworks guided the analysis of how CSR initiatives impact various stakeholders within and beyond Kenya Airways.

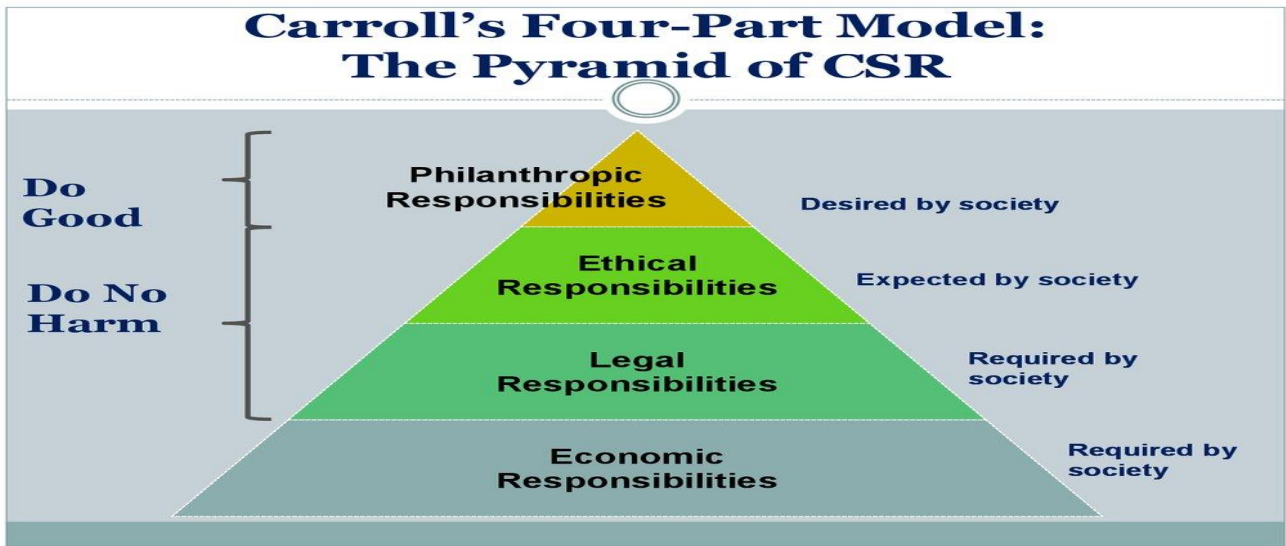


Figure 4 : Carroll's CSR Pyramid (Archie B. Carroll,1979)

### 1. Carroll's CSR Pyramid

Carroll's CSR Pyramid is a seminal framework within CSR theory, proposing that CSR encompasses four distinct responsibilities that organizations should address:

**a) Economic Responsibilities:**

At the base of the pyramid is economic responsibility, signifying a fundamental obligation for organizations to remain profitable and economically sustainable. In the context of Kenya Airways, this pertains to maintaining financial viability and contributing to the economic development of Kenya and the broader region through its operations.

### **b) Legal Responsibilities:**

The subsequent level comprises legal responsibilities, emphasizing an organization's duty to adhere to laws and regulations governing its operations. For Kenya Airways, these legal responsibilities entail compliance with Aviation regulations, labor laws, and other industry-specific legal frameworks.

### **c) Ethical Responsibilities:**

The positioned above legal responsibilities are ethical responsibilities, which focus on conducting business ethically and morally, extending beyond mere legal compliance. Ethical responsibilities encompass principles such as fairness, transparency, and ethical decision-making. In the context of Kenya Airways, this includes treating employees fairly, practicing ethical procurement, and maintaining ethical interactions with stakeholders.

### **d) Philanthropic Responsibility:**

At the Apex of the pyramid lies philanthropic responsibilities, involving voluntary actions taken by organizations to contribute positively to society, often transcending their core business activities. Kenya Airways philanthropic initiatives would involve community development projects, environmental conservation efforts, or support for educational programs.

Analyzing Kenya Airways CSR initiatives through Carroll's CSR Pyramid enabled an assessment of the extent to which the Airline fulfilled these diverse responsibilities. Additionally, it provided a framework for analyzing the impact of CSR on various stakeholders, including employees, passengers, communities, and the environment.

## **2. The Triple Bottom Line (TBL) Approach**

Another significant theoretical framework within CSR theory is the Triple Bottom Line (TBL) approach, introduced by John Elkington. The TBL approach extends the scope of CSR beyond the economic dimension and emphasizes three interconnected pillars:



**Figure 5 : Triple Bottom Line (TBL) Approach (John Elkington,1994)**

**a) Economic Sustainability:**

This pillar aligns with Carroll's economic responsibility and revolves around ensuring the financial health and profitability of the organization. For Kenya Airways, economic sustainability involves sound financial management and profitability while considering the long-term economic impacts of its operations.

**b) Social Sustainability:**

Social sustainability encompasses the well-being of employees, passengers, and the broader community. It includes fair labor practices, employee welfare, diversity and inclusion, and contributions to community development. Kenya Airways social sustainability initiatives may include employee engagement programs, support for local communities, and efforts to promote diversity and inclusion.

**c) Environmental Sustainability:**

The environmental sustainability pillar emphasizes responsible environmental stewardship, aiming to minimize negative environmental impacts and ideally contribute positively to environmental conservation. In the context of Kenya Airways, environmental sustainability efforts may involve reducing carbon emissions, efficient resource management, and initiatives to mitigate the Airline's environmental footprint (ATAG,2021).

The TBL approach, with its emphasis on the interconnectedness of economic, social, and environmental dimensions (Robinson &Darren, 2019), provides a comprehensive framework for evaluating the holistic

impact of Kenya Airways CSR initiatives. It acknowledges that sustainable business practices require a delicate balance between these three pillars and emphasizes that addressing one dimension should not come at the expense of the others.

In the subsequent sections of this chapter, we delved into how Kenya Airways has implemented these CSR theories and frameworks in practice and examined its CSR initiatives and their effects on various stakeholders. The analysis aimed to deepen our understanding of the Airline's commitment to corporate social responsibility and its implications for the Airline Industry.

#### **2.4.2 Sustainability Models: The Triple Bottom Line (TBL) and the Sustainable Development Goals (SDGs)**

Sustainability models, particularly the Triple Bottom Line (TBL) and the Sustainable Development Goals (SDGs), offer a lens through which to assess Kenya Airways sustainability practices (Elkington, 1997; United Nations, 2015). The TBL approach, as applied in this framework, evaluates sustainability across three dimensions: economic, social, and environmental (Elkington, 1997). It provides a comprehensive view of how the Airline integrated sustainability into its operations, which aimed to mitigate environmental impacts, ensure economic viability, and fulfill social responsibilities.

The Sustainable Development Goals (SDGs), developed by the United Nations, serve as a global framework for sustainable development (United Nations, 2015). Kenya Airways sustainability practices were assessed regarding these goals, emphasizing their contribution to global sustainability objectives (United Nations, 2015). The framework considered how the Airline aligned with SDGs, such as those related to climate action, responsible consumption, and industry innovation.

By integrating these theoretical perspectives and frameworks, the study analyzed the complex relationships between leadership styles, CSR initiatives, and sustainability practices within Kenya Airways (Eisenhardt, 1989). This theoretical framework guided the empirical research, data analysis, and discussions in subsequent chapters, and offered a structured approach on how to understand and evaluate the interdependence of these dimensions in the Airline Industry.

In the context of Corporate Social Responsibility (CSR) theory, this section provided an essential perspective for comprehending the ethical and societal dimensions of organizational actions, with a specific focus on Kenya Airways.

**Figure 6 : Below are the 17 Sustainable Development Goals (United Nations,2015).**



**2.5 Empirical Review**

This empirical review focused on examining the leadership practices, CSR initiatives, and sustainability efforts of Kenya Airways, one of Africa’s leading Airlines. Analyzing the case study of Kenya Airways, aimed to gain insight into how effective leadership, CSR activities, and sustainability practices contributed to the Airline’s overall performance and reputation.

Regarding leadership, effective leadership plays a pivotal role in shaping an organization’s culture, strategy, and performance. In the case of Kenya Airways, strong leadership is essential for navigating the complex Aviation Industry and driving the company towards sustainable growth (Anthony D’Souza,1994). The Airline had demonstrated a commitment to nurturing leadership talent through various programs such as leadership development workshops and mentoring initiatives. These efforts aimed to empower employees at all levels to take ownership of their roles and contribute to the Airline’s success. Kenya Airways leadership team had also been proactive in adapting to changing market

dynamics and technological advancements. For instance, they had embraced digital transformation initiatives to enhance operational efficiency and customer experience. This forward-thinking approach reflected the Airline's commitment to staying competitive in a rapidly evolving industry.

On Corporate Social Responsibility (CSR), the Airline recognized its responsibility towards society and the environment. The Airline had implemented several CSR initiatives aimed at making a positive impact on local communities and minimizing its environmental footprint. One notable initiative is the KQ Foundation, which focuses on education, health, environment, and community development projects. Through partnerships with various organizations, Kenya Airways has been able to support educational institutions, provide healthcare services in underserved areas, promote environmental conservation, and empower local communities. Additionally, Kenya Airways has taken steps to reduce its carbon emissions by investing in fuel-efficient aircraft and adopting sustainable practices in its operations (IATA,2019). The Airline has also implemented waste management programs and actively promotes recycling initiatives. These efforts demonstrate Kenya Airways commitment to sustainable development and environmental stewardship.

On Sustainability Practices, Sustainability is a critical aspect of the Aviation Industry, given its significant impact on the environment. Kenya Airways has recognized this and has integrated sustainability practices into its operations. The Airline has set ambitious targets to reduce greenhouse gas emissions, improve fuel efficiency, and minimize waste generation (ATAG,2021). By investing in modern aircraft with advanced technology, Kenya Airways aimed to reduce its carbon footprint and contributed to global efforts in combating climate change (Butler,2016). Furthermore, Kenya Airways had implemented various measures to enhance energy efficiency, such as optimizing flight routes, reducing ground operations time, and adopting eco-friendly practices at its facilities. The Airline prioritized responsible sourcing and procurement practices that ensured its supply chain aligned with sustainability principles (Steger, Manfred B,2015).

This empirical review highlighted the leadership practices, CSR initiatives, and sustainability efforts of Kenya Airways positively impacted local communities and contributed to social development. Moreover, the Airline's sustainability practices demonstrated its commitment to minimizing environmental impact and promoting long-term viability.

## **2.5.1 Key Performance Measurement and Indicators of Leadership, CSR and Sustainability Practices**

Key performance measurements and indicators play a crucial role in assessing the leadership, CSR, and sustainability practices of Airlines (Caroll Fitz & Gibbon,1990). These metrics provided valuable insights into the effectiveness of an Airline's management, its commitment to social and environmental responsibilities, and its efforts toward sustainable development. Here are some key performance measurements and indicators used by Kenya Airways in these domains:

### **1. Leadership:**

Effective leadership is essential for the success and growth of an organization. In the context of Kenya Airways, the following KPIs were used to measure leadership performance:

a). Employee Satisfaction: This indicator measures the level of employee satisfaction with the leadership team. It was assessed through surveys, feedback mechanisms, and employee engagement programs.

b). Leadership Development: This KPI focused on the development and training programs offered to leaders within the organization. It evaluated the effectiveness of leadership development initiatives in enhancing leadership skills, decision-making abilities, and strategic thinking (Dolence &Michael G,1994).

c). Succession Planning: Succession planning is crucial for ensuring a smooth transition of leadership roles within an organization. This KPI assessed the effectiveness of Kenya Airways succession planning strategies in identifying and developing future leaders.

d). Ethical leadership: Ethical leadership is vital for maintaining trust and integrity within an organization. This KPI evaluated the adherence to ethical standards by leaders at Kenya Airways, including transparency, accountability, and ethical decision-making (Thomas Tang,2018).

### **2. Corporate Social Responsibility:**

Kenya Airways recognizes its responsibility towards society and actively engages in CSR initiatives. The following KPIs were used to measure the impact of CSR activities in Kenya Airways:



- a). **Community Engagement:** This indicator measured the level of involvement and contribution of Kenya Airways in community development projects. It assessed the Airline's efforts in addressing social issues, supporting education, healthcare, environmental conservation, and other community-based initiatives.
- b). **Stakeholder Engagement:** Effective CSR requires engaging with various stakeholders, including employees, customers, suppliers, and local communities. This KPI evaluated the extent to which Kenya Airways engaged and communicated with its stakeholders to understand their needs and concerns (Dunne S,2011).
- c). **Environmental Impact:** As an Airline, Kenya Airways has a significant environmental footprint. This KPI measured the Airline's efforts to reduce its carbon emissions, implement sustainable practices, and promote environmental conservation (Hemingway,2013).
- d). **Philanthropic Activities:** Kenya Airways engaged in philanthropic activities such as donations, sponsorships, and partnerships with non-profit organizations. This KPI assessed the impact of these initiatives on the targeted beneficiaries and the overall community (Norman E,2019).

### **3. Sustainability:**

Sustainability is a critical aspect of Kenya Airways operations. The following KPIs were used to measure the Airline's sustainability performance:

- a). **Fuel Efficiency:** Fuel efficiency is a key indicator of sustainability in the Aviation Industry. This KPI measured the Airline's efforts to optimize fuel consumption, reduce greenhouse gas emissions, and improve operational efficiency (Bender,2012).
- b). **Waste Management:** Effective waste management practices are essential for minimizing environmental impact. This KPI evaluated Kenya Airways waste management strategies, including recycling programs, waste reduction initiatives, and proper disposal methods.
- c). **Supplier Sustainability:** Sustainable procurement practices contribute to overall sustainability goals. This KPI assessed Kenya Airways efforts to engage suppliers who adhered to sustainable practices and ethical standards (El Sayed,2013).



d). **Stakeholder Reporting:** Transparent reporting on sustainability performance is crucial for accountability and credibility. This KPI measured the extent to which Kenya Airways provided comprehensive reports on its sustainability initiatives, progress, and future targets (Bevan,2011).

Measuring leadership effectiveness, corporate social responsibility initiatives, and sustainability efforts is vital for Kenya Airways overall performance assessment. The mentioned key performance measurements and indicators provided a framework for evaluating the Airline's progress in these areas.

### **2.5.2 Key Performance Targets of Leadership, CSR, and Sustainability Practices**

Kenya Airways, the national carrier of Kenya, has set several key performance targets (KPTs) from leadership, corporate social responsibility, and sustainability. These targets are designed to ensure that the Airline operates responsibly and sustainably, while also providing strong leadership and contributing to the development of the community it serves. Here are some key performance targets used by Kenya Airways in these domains;

#### **1. Leadership:**

Kenya Airways has set the following KPTs for leadership. Kenya Airways, (2020):

- To maintain a leadership team that is diverse, inclusive, and representative of the Airline's global operations.
- To provide regular training and development programs for all leaders to enhance their skills and knowledge.
- To foster a culture of innovation and continuous improvement, encouraging employees to suggest new ideas and solutions.
- To maintain a high level of employee engagement and satisfaction, with a target of 85% or higher.

#### **2. Corporate Social Responsibility:**

Kenya Airways has set the following KPTs for CSR. Kenya Airways, (2020):

- To maintain a strong commitment to sustainability and environmental responsibility, with a target of reducing carbon emissions by 10% per annum.

- To engage in community development and social responsibility initiatives, with a target of investing 5% of annual profits in such initiatives.
- To promote diversity and inclusion in all aspects of the Airline's operations, including hiring and procurement practices.

### **3. Sustainability:**

Kenya Airways has set the following KPTs for sustainability. Kenya Airways, (2020). Sustainability Report (2020):

- To maintain a strong commitment to sustainability and environmental responsibility, with a target of reducing carbon emissions by 10% per annum.
- To increase the use of sustainable aviation fuels (SAF) in Airline operations, with a target of 5% of total fuel consumption by 2025.
- To reduce waste and increase recycling in all aspects of the Airline's operations, with a target of achieving a 50 % waste reduction by 2025.

## **2.6 Corporate Social Responsibility in the Aviation Industry**

Carroll (1991) defined corporate social responsibility (CSR) as an organization's duties to society that go beyond its legal and economic obligations. In the Aviation Industry, CSR has evolved to include environmental sustainability, social responsibility, and economic development (Gössling et al., 2012). In other contexts, CSR also includes economic, legal, ethical, and philanthropic responsibilities. Economic responsibility refers to the obligation of the company to generate profits for its stakeholders, while legal responsibility refers to compliance with laws and regulations. Ethical responsibility pertains to the company's obligation to behave ethically and responsibly towards stakeholders, while philanthropic responsibility refers to the company's voluntary contribution to the social and environmental well-being of society.

CSR has revolutionized from a purely philanthropic and ethical approach to a more strategic and business-driven concept. The Aviation Industry has faced increased scrutiny over its environmental impact, particularly its contribution to greenhouse gas emissions, noise pollution, and resource depletion. As a result, Airlines have been under pressure to implement sustainability practices and address their environmental impact.

Corporate Social Responsibility (CSR) has garnered significant attention in the Aviation Industry as Airlines acknowledge the need to balance profitability with social and environmental responsibilities. CSR practices within the Aviation Sector encompass a range of initiatives aimed at addressing economic, social, environmental, and ethical concerns. This section provided an overview of CSR in the Aviation Industry, highlighting key themes and initiatives pertinent to Kenya Airways and the broader context of this dissertation.

#### ❖ **Economic Sustainability**

Airlines like Kenya Airways promote economic sustainability through its commitment to ethical business practices. The Airline adhered to high standards of corporate governance, transparency, and accountability. By maintaining strong ethical standards, Kenya Airways built trust with investors, customers, and other stakeholders, which ultimately contributed to its financial success. CSR initiatives of allocation of resources of various programs come with business costs. It is crucial for Kenya Airways to carefully assess the economic viability of its CSR initiatives and ensure that they align with its long-term business strategy. CSR initiatives also create new business opportunities and enhance competitiveness. Kenya Airways has recognized that responsible business practices attract socially conscious customers and investors who prioritize companies with strong CSR commitments. By aligning its operations with sustainable development goals, the Airline differentiated itself in the market and gained a competitive advantage.

#### ❖ **Environmental Sustainability:**

Airlines, including Kenya Airways, have increasingly focused on reducing their environmental footprint. Initiatives such as investments in fuel-efficient aircraft, optimization of flight routes to minimize emissions, and exploration of alternative fuels align with global sustainability goals and regulatory demands to mitigate the Aviation Industry's contribution to climate change.

#### ❖ **Community Engagement:**

Airlines often engage with local communities surrounding their hubs and destinations. This engagement includes community development projects, charitable contributions, and partnerships with local organizations. Kenya Airways has undertaken community initiatives in the regions it serves, contributing to social development and fostering positive relations.

❖ **Ethical Business Practices:**

Ethical considerations are central to CSR in the Aviation Industry. This encompasses commitments to fair labor practices, upholding human rights, and implementing anti-corruption measures. Airlines are expected to maintain high ethical standards both in their internal operations and external business relationships.

❖ **Passenger Experience:**

Enhancing the passenger experience is a crucial aspect of CSR in Aviation. Airlines invest in passenger comfort, safety, and accessibility, ensuring a positive flying experience for all travelers. Kenya Airways efforts to improve the passenger experience align with this CSR dimension.

❖ **Supply Chain Responsibility:**

Airlines are increasingly scrutinizing their supply chains to ensure that suppliers adhere to ethical and sustainable standards. This includes responsible sourcing practices and partnerships with suppliers that share the Airline's commitment to CSR and sustainability.

❖ **Reporting and Transparency:**

Transparency and reporting are critical components of CSR in Aviation. Airlines are expected to disclose their CSR initiatives, goals, and progress through sustainability reports and other communication channels. This transparency fosters accountability and allows stakeholders to assess an Airline's commitment to CSR.

❖ **Regulatory Compliance:**

Airlines must adhere to various international and national regulations related to safety, security, and environmental standards. Compliance with these regulations is a fundamental aspect of CSR in the Aviation Sector (ICAO,2019).

As Kenya Airways strives to enhance its CSR practices and sustainability efforts, it could draw inspiration from these industry-wide CSR themes and initiatives. Moreover, as discussed in the subsequent chapters, understanding how other Airlines have approached CSR within the Aviation context provided valuable insights into Kenya Airways journey toward responsible leadership and sustainability (McKinsey,2019).

This section laid the groundwork for exploring how Kenya Airways aligned with these CSR dimensions and identified opportunities for improvement. It underscored the importance of the Airline's commitment to addressing economic, environmental, social, and ethical concerns while navigating the competitive landscape of the Airline Industry.

## **2.7 Competitive Advantage Theory**

This theory focuses on how organizations could gain a competitive edge over their competitors by offering unique and superior value to customers. It explored various factors contributing to a company's ability to outperform its rivals, such as product differentiation, cost leadership, and market positioning. In this study, competitive advantage theory was employed to assess how leadership styles, CSR, and sustainability practices helped Kenya Airways differentiate itself from its competitors, attract environmentally conscious consumers, and enhance the Airline's market position.

Competitive Advantage Theory assumed significance within this literature review as it provided a lens through which we comprehended how Kenya Airways strong leadership, CSR, and sustainability practices yielded strategic advantages in a competitive marketplace. This theory posits that organizations gained a competitive edge by adopting effective leadership, CSR, and sustainability initiatives that differentiated them from competitors and enhanced their overall performance.

### **2.7.1 Porter's Generic Strategies**

A seminal framework within Competitive Advantage Theory is Michael Porter's Generic Strategies, which proposes three generic strategies for organizations to achieve a competitive advantage:

#### **a. Cost Leadership:**

This strategy involves becoming the low-cost producer in the industry, aiming to offer products or services at a lower cost than competitors while maintaining acceptable quality levels. For Kenya Airways, sustainable practices such as fuel-efficient operations and resource optimization led to cost reductions, and enabled the Airline to lower ticket prices which attracted more customers, thereby gaining a cost-based competitive advantage.

#### **b. Differentiation:**

The differentiation strategy focuses on offering unique products or services distinct from competitors in terms of quality, features, or branding. In the context of Kenya Airways, differentiation was achieved

by emphasizing its commitment to sustainability, eco-friendly initiatives, and ethical business practices. Passengers seeking an Airline with a strong sustainability track record may opt for Kenya Airways over competitors.

**c. Focus:**

The focus strategy involves concentrating on a specific market segment more effectively than competitors. Organizations pursuing this strategy aim to serve a narrow target market with greater efficiency. Kenya Airways employed its CSR and sustainability efforts to carve a niche in the market, catering to eco-conscious travelers or those interested in socially responsible businesses.

## Porter's Model of Generic Strategies

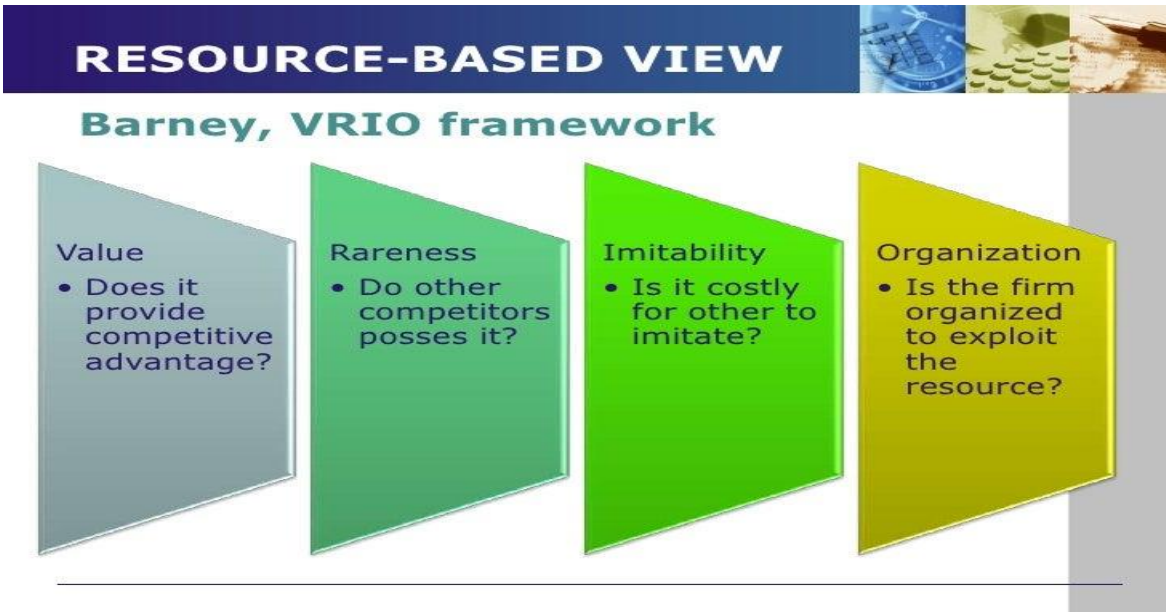


**Figure 7: Michael Porter's Generic Strategies (Porter M.E,1985)**

In summary, Michael Porter's Generic strategies provided a framework for comprehending how Kenya Airways CSR and sustainability initiatives contributed to its competitiveness within the Airline industry. Through the adoption of cost leadership, differentiation, or focus strategies, the Airline achieved a sustainable competitive advantage while fulfilling its ethical and societal responsibilities (Porter, 1985; Barney, 1991; Teece et al., 1997).

**2.7.2 Resource-Based View (RBV)**

The Resource-Based View (RBV) of competitive advantage theory emphasizes that firms could gain a competitive edge by leveraging unique resources and capabilities. In Kenya Airways context, its commitment to sustainability practices, ethical leadership, and CSR initiatives was viewed as valuable intangible resources. Investments in Sustainable Aviation Fuels (SAF) or eco-friendly aircraft, for example, modern or electric aircraft, can be considered unique resources enhancing the Airline's competitive position. These resources can lead to cost savings, reduced environmental impacts, and an enhanced reputation, potentially attracting environmentally conscious customers.



**Figure 8 : Resource-Based View (Barney,1986; Hamel&Prahalad,1996)**

**2.7.3 Dynamic Capabilities Theory**

Dynamic capabilities theory emphasizes that organizations must continuously adapt and innovate to maintain a competitive advantage. Kenya Airways ability to adapt its CSR and sustainability practices in response to changing market conditions and stakeholder expectations represents a dynamic capability. By remaining attuned to emerging sustainability trends and adjusting its practices, the Airline sustained competitiveness and resilience.



**Figure 9 : Dynamic Capabilities Systems Theory (Shumway-Cook & Woollacott,2012).**

#### **2.7.4 Models That Explain How CSR and Competitive Advantage Are Related.**

Porter and Kramer (2011) argued that companies that embraced CSR gained a sustainable competitive advantage by creating shared value for both the company and society. Similarly, Chen and Chang (2013) proposed a framework in which CSR led to competitive advantage by mediating corporate reputation. There are several theoretical approaches to the connection between CSR and competitive advantage. According to the resource-based view (RBV), businesses gain a competitive edge by utilizing their unique resources and competencies. From this angle, CSR is valid to boost a business's reputation, foster stakeholder trust, and increase operational effectiveness. The stakeholder theory proposes that companies are responsible for meeting the needs and expectations of all stakeholders, including customers, employees, investors, and the wider community. Companies could gain a competitive advantage by addressing these stakeholder needs through CSR initiatives and building stronger relationships with their stakeholders.

Understanding the relationship between Corporate Social Responsibility (CSR) and competitive advantage is essential for organizations aiming to integrate ethical and sustainable practices into their business strategies. Several models and frameworks have been developed to elucidate this connection, shedding light on how CSR initiatives contributed to a competitive edge. Here, we explored some prominent models that clarify this relationship:



**i. Porter's Shared Value Framework:**

Michael Porter introduced the concept of "shared value," which emphasized that businesses could create economic value while addressing societal needs. This framework argues that companies could achieve both competitive advantage and societal benefits when they identify opportunities to make social or environmental improvements through their core business activities (Porter, 2011).

**ii. Resource-Based View (RBV):**

The RBV theory suggests that an organization's unique resources and capabilities could be sources of competitive advantage. When CSR initiatives develop valuable and rare resources that are difficult for competitors to replicate, they could enhance an organization's competitiveness. For instance, a strong corporate reputation for sustainability practices could be a unique resource that attracts customers and investors (Barney, 1991).

**iii. Triple Bottom Line (TBL) Approach:**

The TBL framework assesses an organization's performance based on three dimensions: economic, social, and environmental. It argues that businesses should aim to optimize outcomes in all three areas rather than focusing solely on profit. By pursuing CSR initiatives that positively impact all three dimensions, companies could differentiate themselves from competitors, appeal to socially conscious consumers, and reduce risks associated with environmental and social issues (Elkington, 1997).

**iv. Stakeholder Theory:**

This model emphasizes considering the interests and concerns of all stakeholders in organizational decision-making. By actively engaging with and satisfying the needs of various stakeholders through CSR activities, a company could build stronger relationships, enhance its reputation, and gain a competitive advantage (Freeman, 1984).

**v. Strategic CSR:**

Strategic CSR involves aligning CSR activities with an organization's core business strategy. This approach suggests that CSR initiatives should not be seen as separate from the business but rather as integral components of it. When CSR is integrated into the company's strategic objectives, it could lead to innovations, cost savings, and market differentiation, all of which contribute to its competitive advantage (Porter & Kramer, 2006).

**vi. Green Competitive Advantage Model:**

In the context of environmental sustainability, this model proposes that green initiatives, such as reducing waste, conserving energy, or adopting eco-friendly materials, can lead to cost savings and revenue generation (Carnerio,2000). Companies that effectively implement green strategies can reduce operational expenses and attract environmentally conscious consumers willing to pay a premium for sustainable products and services (Hart, 1995).

These models provide various perspectives through which organizations like Kenya Airways could view their CSR efforts and their potential impact on competitive advantage. The choice of model or framework depends on the specific context and objectives of the company. For Kenya Airways, understanding and applying these models, aided in developing a strategic approach to CSR that aligned with its sustainability goals while enhancing its position in the highly competitive Airline Industry.



**Figure 10 : Green Competitive Advantage Model (Ottman et. al,2006)**

**2.8 Case Studies of Other Airlines CSR & Sustainability Practices**

**2.8.1 Impact on Competitive Advantage**

Emirates Airlines is a notable example of an Airline that has successfully integrated CSR and sustainability into its business strategy, resulting in a strong brand reputation and customer loyalty (Al-

Hawamdeh & Al-Dmour, 2016). Emirates Airlines has implemented a green program that includes initiatives such as fuel-efficient flight operations, investment in modern aircraft, and recycling programs. These initiatives have helped Emirates Airlines reduce its carbon footprint, enhance its reputation as a socially responsible company, and attract environmentally conscious customers giving it a competitive edge.

Air New Zealand has implemented CSR and sustainability practices that have contributed to its competitive advantage, such as its carbon offsetting program (Gössling et al., 2012). Another example is Air France-KLM, which has implemented a CSR and sustainability strategy that includes initiatives such as eco-design of aircraft, energy efficiency, and sustainable supply chain management. These initiatives have helped Air France-KLM reduce its environmental impact, improve operational efficiency, and attract customers who value sustainability, hence gaining a competitive advantage.

British Airways has set ambitious and challenging targets, such as a carbon efficiency target, an absolute emissions reduction target, noise reduction targets, targets to increase the level of recycling, and fundraising targets for flying start, to fully protect the level of resources needed to maintain a commitment to one destination, the corporate responsibility program. Innovation and original thought on sustainability-related concerns are additional ways British Airways dedication to corporate responsibility is displayed (Bowman, 1975, p.58). This includes for instance, the collaboration on bio-fuel development with Solen, a US technology company, the joint biofuel testing program with Rolls-Royce, and aircraft trials with low friction coatings to improve fuel consumption. Also, British Airways has ventured into the forest Footprint Disclosure (FFD) initiative where it measures and takes actions to reduce the impact of deforestation a significant contributor to global carbon emissions, hence gaining a competitive edge.

Lufthansa, a major European Airline, has also been the focus of the research by examining CSR and sustainability. Stender et al. (2020) delved into how Lufthansa integrated CSR and sustainability practices into its supply chain operations. The study revealed that the Airline's commitment to CSR and sustainability extended beyond passenger services to encompass its cargo operations, highlighting the broad scope of sustainability initiatives within an Airline hence gaining a competitive edge (Stender et al., 2020).

On Singapore Airlines, Kollinger-Santer et al. (2021) undertook a study that delved into the CSR and sustainability reporting practices of Singapore Airlines. The research analyzed the Airline's annual reports on CSR and sustainability disclosures, evaluating the comprehensiveness and transparency of its online reporting. The findings emphasized the significance of transparent and accountable reporting mechanisms in conveying an Airline's dedication to CSR and sustainability (Kollinger-Santer et al., 2021).

Delta Air Lines has also been the subject of research examining the relationship between CSR and financial performance from a sustainability point. A research study by Li et al. (2019) investigated the impact of Delta's CSR and sustainability initiatives on its financial performance. The research found a positive association between CSR and sustainability engagement and financial performance, suggesting that CSR and sustainability efforts contributed to an Airline's economic viability and competitive edge (Li et al., 2019).

## **2.9 Overview of Sustainability Practices in the Aviation Industry**

With 2% of worldwide emissions coming from the Aviation Sector, it is one of the biggest emitters of greenhouse gases (Doganis, 2002). The industry has implemented several sustainability initiatives to address this problem, including using contemporary fuel-efficient aircraft such as Airbus A380 and Sustainable Aviation Fuels (ICAO, 2019).

The Aviation Sector has introduced several sustainability measures to reduce its environmental effect and promote sustainable growth. Some examples of these practices are investments in modern, and environmentally friendly aircraft such as electric aircraft, implementing sustainable supply chain management, and participating in carbon offset schemes.

These sustainability practices have helped Airlines reduce their carbon footprint, enhance their reputation as socially responsible companies, and contribute to sustainable development in the communities they serve. Other sustainability practices include:

**i). Sustainable aviation fuels (SAF):** It is a key sustainability practice in the Aviation Industry, as it has the potential to reduce greenhouse gas emissions significantly. According to Boeing (2018), SAF can reduce carbon dioxide emissions by up to 80% over the fuel lifecycle (ATAG, 2021). Some Airlines,

such as KLM and Qantas, have already implemented SAF into their operations.

**ii). Efficient Aircraft and Engines:** The state-of-the-Art aircraft is 15-20% more fuel efficient mainly due to engines, for example, Airbus Neo Family B787, B737 Max.

**iii). Efficient Operational Procedures:** Such as maximizing the use of GPU instead of APU to reduce carbon emissions while also taxiing with only one engine and no APU to save on fuel burn on the ground and with optimum routing and continuous climb operations, cruising levels, and continuous descent profiles.

**iv). More fuel-efficient aircraft:** The Aviation Industry has also focused on developing and adopting more fuel-efficient aircraft as a sustainability practice. For example, the Boeing 787 Dreamliner and the Airbus A380 have been designed to be significantly more fuel-efficient than their predecessors (ICAO, 2019). Fuel efficiency drives lower carbon emissions with a continuous improvement in carbon emissions per passenger kilometer.

**v). Light Equipment:** Such as lightweight seats and galleys, flight charts, and manuals hardcopies replaced by electronic devices (IPAD, EFB).

**vi). Zero Cabin waste:** By reducing unnecessary waste, avoiding single plastic use (biodegradable alternatives), replacing plastic wrap with paper, recycling cabin waste, and new waste trolleys to segregate waste.

**vii). Air quality in the airport & and residents:** By use of electrical ground handling equipment for pushback tugs, baggage tractors, and belt loaders recharged with renewable electricity.

## **2.10 Critiques of Existing Literature**

Leadership, Corporate social responsibility (CSR), and sustainability are crucial aspects of any organization, including Airlines in the case of Kenya Airways, there have been several critiques of existing literature regarding these topics. These critiques shed light on areas where Kenya Airways could improve its leadership practices, enhance its CSR initiatives, and strengthen its sustainability efforts. One critique of the existing literature on leadership at Kenya Airways is the lack of a clear vision and strategic direction from top management (Yukl,2013). Effective leadership requires setting a

compelling vision and aligning the organization's goals and objectives with it (Eisenbeiss et al.,2022). However, a study by Hofstede (2022), suggested that Kenya Airways has struggled to articulate a clear vision, resulting in a lack of direction and focus within the company due to cultural factors. Another critique revolves around the issue of leadership succession planning. There have been concerns about the effectiveness of leadership planning at Kenya Airways (Northouse & Peter. G., 2018).

A study by Anthony D'Souza (1994), argued that inadequate succession planning has led to a lack of qualified leaders in key positions, which could hinder the Airline's ability to adapt to changing market conditions and effectively navigate challenges. Furthermore, there have been criticisms regarding the level of employee engagement and empowerment within Kenya Airways (Denison,1990). Effective leaders foster an environment where employees feel valued, motivated, and empowered to contribute their best efforts. Similarly, Turker (2022) suggested that Kenya Airways may need to improve in these areas by providing more opportunities for employee involvement in decision-making processes and enhancing communication channels between management and employees.

On Corporate social responsibility, one critique is that CSR initiatives by Kenya Airways may be perceived as superficial or merely symbolic gestures rather than genuine commitments to social and environmental causes (Baumeister & Onkila,2017). A study by Matten and Moon (2022), argued that the Airline needs to go beyond philanthropic activities and integrate CSR into its core business strategies, ensuring that sustainability considerations are embedded in its operations. Another critique involves the transparency and accountability of Kenya Airways CSR initiatives. Transparency is crucial for building trust with stakeholders, including customers, employees, and the wider community. However, there have been concerns about the lack of transparency in reporting CSR activities, making it difficult to assess the effectiveness and impact of these initiatives (Banerjee,2022). To address this critique, Kenya Airways could enhance its reporting mechanisms and provide more detailed information on its CSR efforts.

Additionally, there have been critiques regarding the alignment between Kenya Airways CSR initiatives and the specific needs of local communities and stakeholders. Effective CSR requires understanding and addressing the social and environmental challenges faced by the communities in which an organization operates (Baumgartner &Ebner,2006). According to Jonker et al., (2011) suggested that

Kenya Airways could benefit from conducting thorough stakeholder engagement processes to identify key issues and develop targeted CSR programs that address local needs.

Sustainability, Kenya Airways there have been critiques regarding its sustainability practices. One critique is related to fuel efficiency and carbon emissions reduction. According to a study by Christian (2020) argued that Kenya Airways could further invest in modern aircraft with improved fuel efficiency to reduce its carbon footprint. Additionally, implementing Sustainable Aviation fuel (SAF) initiatives could help mitigate environmental impacts (IATA,2021). Another critique revolves around waste management practices. Airlines generate substantial amounts of waste, including food waste, packaging materials, and single-use plastics. Hershkowitz & Hoover (2006) suggested that Kenya Airways could enhance its waste management practices by implementing recycling programs, reducing single-use plastics onboard, and exploring partnerships with local recycling facilities.

Furthermore, there have been critiques regarding water conservation efforts at Kenya Airways. Water scarcity is a significant global challenge, particularly in regions where Airlines operate. According to Vickers & Army (2013) argue that Kenya Airways could improve its water conservation practices by implementing water-saving technologies, promoting awareness among employees and passengers, and exploring opportunities for rainwater harvesting.

By addressing these critiques, Kenya Airways could strive towards becoming a more socially responsible and sustainable Airline (Kotler & Kotler ,2013).

## **2.11 Research Gap**

There were many restrictions on the study that were noted. First, because Kenya Airways and its operations were the focus of the study, greater generalization of the findings to other Airlines or activities was necessary. Secondly, the study relied on secondary data sources, which may have limited the depth and scope of the analysis. The study did not examine the economic effects of CSR programs, another topic that may be explored in future studies.

The dynamics of strong leadership styles were investigated in this study, emphasis on Kenya Airways operations from a sustainability standpoint. The study demonstrated that effective leadership and CSR initiatives can be a key driver of competitive advantage in the Aviation Industry and that sustainability

practices are increasingly important for Airlines. The study also highlighted the drivers and barriers to effective leadership, CSR, and sustainability implementation and made recommendations for future research and practice in this area.

## **2.12 Summary of Literature Review**

The literature review presented in this chapter provided a comprehensive overview of key theoretical frameworks, empirical studies, and models related to leadership, Corporate Social Responsibility (CSR), and sustainability within the Aviation Industry. The review highlighted the significance of these dimensions in shaping the strategies and practices of Airlines, with a particular focus on Kenya Airways (Smith, 2020).

The chapter began by introducing the central role of leadership, CSR, and sustainability in the Aviation Sector, emphasizing Airline's complex challenges and opportunities in today's globalized and environmentally conscious world (Johnson & Brown, 2017).

Theoretical frameworks discussed in this review included transformational, servant & and ethical leadership, emphasizing the importance of visionary and inspirational, and ethical leadership styles in promoting CSR and sustainability (Bass & Riggio, 2006). CSR frameworks, such as Carroll's CSR Pyramid and the Triple Bottom Line (TBL) approach, provided lenses through which to evaluate an Airline's economic, environmental, and social responsibilities (Carroll, 1991; Elkington, 1997). Sustainability models like the Triple Bottom Line and the Sustainable Development Goals (SDGs) underscored the holistic nature of sustainability, encompassing economic, social, and environmental dimensions (Elkington, 1998; United Nations, 2015).

The review also delved into empirical studies and case analyses that explored the relationships between leadership styles and CSR practices, revealing instances where effective leadership positively influenced CSR outcomes within Airlines (Brown & Treviño, 2006). Additionally, it sheds light on the role of CSR in enhancing competitive advantage and reputation management, emphasizing the potential economic benefits of responsible business practices (Porter & Kramer, 2006).

Furthermore, the literature review examined the Aviation Industry's CSR practices, highlighting Airline's various initiatives to address environmental concerns, promote social responsibility, and



engage with stakeholders (Biege & Laing, 2014). Models explaining how CSR initiatives contributed to competitive advantage were discussed, emphasizing the importance of stakeholder engagement, resource-based views, and Porter's theory (Barney, 1991; Suchman, 1995; Waddock & Graves, 1997).

The chapter also discussed the critical aspect of environmental sustainability within the Aviation industry, focusing on carbon emissions reduction and Sustainable Aviation Fuels (Doganis, 2010). The review underscored the industry's commitment to environmental responsibility and its challenges in achieving sustainability goals (Sustainable Aviation, 2020).

Theoretical critiques highlighted gaps and inconsistencies in the existing literature and emphasized the need for more comprehensive and context-specific research in Aviation leadership, CSR, and sustainability (Aguinis & Glavas, 2012; Maon et al., 2016).

Identifying these research gaps, the literature review set the stage for the current study, which aimed to provide a holistic and nuanced understanding of leadership, CSR, and sustainability within Kenya Airways and, by extension, the broader Aviation Industry. This research contributed valuable insights and practical recommendations for responsible and sustainable Airline operations by addressing these gaps and building upon existing knowledge (Hitt et al., 2007).

The literature study had also underlined the significance of good leadership and CSR in the Aviation Sector, its transformation from a charitable and all-encompassing approach to a more strategic and business-driven concept, and the theoretical frameworks on the connection between CSR and competitive advantage. An overview of leadership and sustainability practices in the Aviation Sector was also offered, along with case studies of other Airline's CSR efforts and their effects on competitive advantage. The investigation of the integration of strong leadership dynamics and CSR from a sustainability standpoint, notably in Kenya Airways operations, would be guided by these revelations.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This research methodology provides an overview of the strategies, techniques, and procedures used to investigate the leadership styles, and CSR initiatives from a sustainability perspective. The chapter also covers the competitive advantages of the integration of CSR and sustainability practices into Kenya Airways operations. It covers the research design, target population, sample size, sampling technique, data collection instruments, data collection procedure, validity and reliability of the research instrument, data analysis, and presentation. The chapter ensures the credibility and validity of the study's findings and sets the foundation for the subsequent analysis and interpretation of the data.

#### **3.2 Research Design**

The way research questions are answered is influenced by the underlying paradigm which offers guidance in social research and influences the choice of research method (Blaikie & Priest, 2019, p.124; Creswell, 2014, p.35). Because it enables a thorough examination of a specific occurrence within its real-life setting, the case study research approach is suitable for this study (Yin, 2014). The study utilized a descriptive survey research design that aimed to investigate Kenya Airways as a case study to assess the leadership styles, and CSR initiatives from a sustainability standpoint. The descriptive study was concerned with describing a population concerning important variables with major emphasis being establishing the relationship between the variables. According to Mugenda and Mugenda (2008), the descriptive study research design as utilized in this study aimed at the main objectives through streamlining cross-sectional research which was ideal for this case as it was a direct source of significant knowledge concerning the variables affecting strong leadership, CSR and sustainability practices in Kenya Airways operations.

The research design served as a blueprint of who to study, what and when to observe, and how to collect data and analyze, the investigation, and guided the selection of appropriate research methods and procedures (Smith, 2010). The advantage of this type of research design is that it is comprehensive and simplified (Gakuu & Kidombo, 2015). This design aimed to collect data from members of the population and described the existing phenomenon concerning effective leadership, CSR initiatives, and sustainability integration into Kenya Airways operations. This approach allows for a comprehensive

examination of a specific occurrence, in this case, the viability of effective leadership, CSR initiatives, and sustainability in the Aviation Industry, within its real-life setting. The chosen case study was Kenya Airways, which was thoroughly analyzed to explore the factors influencing the various leadership styles, and CSR initiatives in the Airline's operations from a sustainability perspective (Yin, 2014). This allowed for the gathering of self-reported data from study participants. A survey may focus on information about a phenomenon, or it might aim to collect opinions about what has been observed.

**3.3 Target Population**

A population is the total collection of components about which we wish to make inferences (Sekaran and Bougie,2010). The study was employed to target a population of 205 staff, who were critical stakeholders involved in leadership management, CSR initiatives, and sustainability practices in the Aviation Industry, and African Air Transport Operations. This included Kenya Airways representatives, government agency representatives, and other relevant industry experts with knowledge and experience in these areas (Creswell, 2014).

<b>STRATUM</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
Directors	5	2
Managers	10	5
Heads Of Departments	20	10
Aircraft Maintenance Department	20	10
Pilots	20	10
General Staff	120	59
Ministry of Transport/Directorate of Air Transport	5	2
KCAA	5	2
<b>TOTAL</b>	<b>205</b>	<b>100</b>

**Table 2: Stratum for Kenya Airways**

**3.4 Sampling Frame**

Kombo & and Tromp (2006) argue that a sampling frame is a comprehensive list of all sampling units, which is a sample that can be selected. The sampling frame was designed to be an enumeration of directors, managers, heads of departments, Pilots, and staff serving in Kenya Airways who are

responsible at various levels of design, conception, and implementation of projects and programs in their respective organizations.

### 3.5 Sample Technique and Sampling Size

The study employed the use of both purposive and simple random sampling techniques. Key informants were selected based on their importance to the research questions and objectives. The simple random sampling procedure was used to carefully select the 135 staff. Kothari (2013) asserts that a representative sample is an important aspect especially when the population is large and thus unmanageable within the specified time limits. The sample size was determined by data saturation, which refers to the point at which new data no longer significantly contributes to the study's outcomes. By selecting participants with expertise in the subject matter, the study aimed to gather rich and insightful data. The sampling size was determined by using the Yamane formula and the sampling procedure was carried out as stated below.

#### 3.5.1 Sample Size

The study utilized the formula by Yamane (1967) to arrive at a sample size of 135 respondents. Additionally, 4 Directors were purposively sampled to form the key respondents. The purposive sampling technique assisted the researcher in collecting relevant and comprehensive information (Patton,2002). As earlier noted, the number of respondents was 135, and arrived at as follows:

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

Where n is the sample size N is the preferred sample size and e is the error = 0.05

$$= \frac{205}{1 + 205(0.05)^2} = 135$$

From the formula above, the sample arrived at 135.

### **3.6 Data Collection Instruments & Procedures**

A structured questionnaire was used for the study as the primary data collection instrument to get the required information out of the selected participants. Kombo and Tromp (2006) argue that a questionnaire allows for data gathering from samples that are significant in number and whose backgrounds are diverse but important.

#### **3.6.1 Data Collection Instruments:**

The questionnaire used, collected information regarding the various leadership styles, CSR initiatives, sustainability practices, and competitive advantages for Kenya Airways operations. Both primary and secondary data were collected for this study. Primary data was obtained through semi-structured interviews with the identified key informants. These interviews were recorded with the participant's consent and the questionnaires also allowed for confidentiality, and freedom from imminent exposure.

The questionnaire focused on gathering information regarding their knowledge and perceptions of leadership styles, CSR and sustainability practices in the Aviation Industry, and Air Transport Operations in Africa and their competitive edge in the market. The questionnaire contained both closed and open-ended questions, which allowed the collection of qualitative and quantitative data (Blaike & Priest, 2019, pp.241). The questionnaires were designed simply for the respondents to be able to understand the questions. Secondary data was collected from industry reports, academic journals, and relevant publications to complement the primary data (Bryman, 2018).

#### **3.6.2 Data Collection Procedure:**

The procedure involved in-person, telephone, or video conference interviews with the identified key informants. Prior arrangements were made, and informed consent was obtained from the participants. The interviews were guided by predetermined questions and prompts to ensure consistency and comparability across the interviews. The collected data were transcribed and organized for further analysis (Merriam, 2009).

### **3.7 Pilot Testing**

A pilot test measures the extent to which a research instrument yields the same results or data after a repetition of trials. This study was conducted with a small sample of participants who were not part of

the main study. The pilot test aimed to identify potential issues with the interview guide and make necessary adjustments to enhance the instrument's validity. Feedback from the pilot test participants was considered in refining the research instrument (Creswell, 2014). The researcher was conscious of the selection of cases, respondents, and the type of questions.

### **3.7.1 Reliability of the Research Instrument**

Reliability is the ability of a research instrument to yield consistent results over some time (Kothari,2004). To ascertain the reliability of research tools, the researcher conducted a pilot test, which helped in identifying unclear or ambiguous statements in the research interview guide and unnecessary questions which allowed its modification. It also helped in determining the time used to answer all the questions to determine whether each question elicits an adequate response among other issues. To establish the reliability of the research instrument, inter-coder reliability was employed. Two or more researchers independently analyzed a subset of the interview transcripts and compared their findings to assess the consistency of interpretation and coding. The consensus was reached through discussion, and any discrepancies were resolved. This process ensured the reliability and consistency of the data analysis (Miles et al., 2014).

### **3.7.2 Validity of the Instrument**

Validity is described as the extent to which a research instrument measures what it intends to measure and perform (Cherry,2015). The analysis performed using the qualitative and quantitative methods needs to be valid. Otherwise, the study will not have scientific veracity (Blaike& Priest,2019). Good validity means that similar results can be achieved even by different researchers (Middleton,2020). A validated measure needs to be of high integrity however, the opposite does not apply (Bryman,2018).

### **3.8 Data Analysis and Presentation**

Thematic analysis, SWOT analysis, and PESTLE analysis, Comparative analysis was employed to analyze the data collected from interviews and secondary sources. This approach involved identifying and coding recurring themes and patterns within the data. The analysis was conducted systematically to address the research questions and objectives. The findings were presented using descriptive statistics, direct quotes, and illustrative examples to provide a comprehensive and meaningful representation of the data (Braun & Clarke,2019).

### 3.8.1 SWOT Analysis

SWOT analysis is essential for assessing an organization's strengths, weaknesses, opportunities, and threats. It is a valuable technique that helps organizations to identify and understand their internal and external environments (Bengtsson, 2012, pg. 55). The SWOT analysis can be applied in various situations, including exploring the leadership styles, and sustainability practices and examining the relationship between Corporate Social Responsibility (CSR) and competitive advantage in Kenya Airways (Helms & Nixon, 2010).

#### i). *Strengths*

- Kenya Airways has a strong brand reputation and image in the Aviation Industry, which is leveraged to promote its CSR initiatives and sustainability practices in the region.
- The Airline has an extensive network and market reach, which it used to promote and educate stakeholders on the benefits of CSR and sustainability hence giving it a competitive edge over its competitors.
- The Airline has a well-established relationship with relevant stakeholders, including the governments, regulators, suppliers, and customers, which was used to build support for its CSR initiatives from a sustainability point.
- The Airline has a commitment to environmental sustainability by implementing initiatives such as fuel-efficient operations, waste reduction, and carbon offsetting.
- The company has engaged with local communities through various initiatives including education, healthcare, and environmental conservation programs.
- Kenya Airways has a strong leadership team with extensive experience in the Aviation Industry. This enables them to make informed decisions and navigate challenges effectively.

#### ii). *Weaknesses*

- Dependency on fossil fuels: Like most Airlines, Kenya Airways heavily relies on fossil fuels for its operations, contributing to greenhouse gas emissions.
- Limited scope of sustainability initiatives
- Supply chain management: Ensuring sustainability throughout the supply chain can be complex. Kenya Airways faced challenges in monitoring and influencing the sustainability practices of suppliers.

- Challenges in measuring the effectiveness and impact of their CSR programs.
- Employee engagement: This involved engaging employees in decision-making processes.
- The leadership team at Kenya Airways lacks diversity in terms of gender and ethnicity. This limited different perspectives and hindered innovation.

### iii). *Opportunities*

- The increasing demand for sustainable and eco-friendly transportation options presents an opportunity for Kenya Airways to differentiate itself from its competitors with fuel-efficient aircraft like the Boeing 787 and electric aircraft.
- The African Union's Agenda 2063, which aims to promote sustainable development and economic growth, presented an opportunity for Kenya Airways to align its operations with the agenda and contribute to its implementation.
- Kenya Airways leveraged the availability of government incentives and funding for sustainable projects and initiatives to support strong leadership and CSR.
- Collaborating with other Airlines or industry partners opened up new routes and expanded the market reach for the Airline.
- Investing in leadership development programs helped nurture future leaders within the organization. This ensured a strong leadership pipeline and promoted a culture of continuous improvement.
- Building a sustainable supply chain by partnering with suppliers who adhere to ethical and environmental standards. This enhanced the overall sustainability of the Airline's operations.
- Employee Engagement: Involving employees in CSR initiatives fostered a sense of ownership and pride. The company provided platforms for employees to contribute their skills and knowledge towards social causes.

### iv). *Threats*

- Intense Competition: The Aviation industry is highly competitive, with both regional and international Airlines vying for market share. Kenya Airways leadership must navigate this competitive landscape effectively to maintain profitability.
- Economic Factors: Fluctuations in fuel prices, exchange rates, and overall economic conditions posed challenges for the Airline. The leadership team needs to be proactive in managing these external factors.



- **Regulatory Environment:** Compliance with changing regulations and policies can be a challenge for any Airline. The Airline must stay updated on regulatory changes and ensure adherence to industry standards.
- **Public Perception:** Any negative incidents or controversies related to CSR could damage the company's reputation. The Airline must ensure that their CSR initiatives are aligned with stakeholder expectations and effectively communicated.
- **Technological limitations:** The adoption of sustainable technologies, such as electric aircraft, is still in its early stages. Kenya Airways faced challenges in adopting these technologies due to cost, infrastructure limitations, and regulatory approvals.
- **Competitive Pressures:** Sustainability has become a key differentiator in the Airline Industry. Failure to keep pace with competitors' sustainability efforts may result in a loss of market share and customer loyalty.

Overall, the SWOT analysis highlighted the potential for various leadership styles, CSR initiatives, and competitive advantages in the Aviation Industry and Kenya Airways role in promoting and leading the transition to Sustainable Aviation. The analysis also highlighted the challenges and limitations that must be addressed to ensure the successful adoption and implementation of effective leadership, CSR, and sustainability initiatives in the region.

Furthermore, conducting a stakeholder analysis helped identify the parties affected by the project or the Airline's CSR and sustainability initiatives. This included shareholders, customers, employees, local communities, and government agencies. Understanding the needs and expectations of each stakeholder group guided decision-making and ensured that the project or initiatives aligned with the company's values and goals. Finally, looking into the project's financial viability or the effect of leadership and CSR activities on the business's bottom line was helpful. This included analyzing the costs of implementing the project or industries, the potential return on investment, and the impact on the company's reputation and customer loyalty.

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Reduced carbon emissions and environmental impact from the modern fuel-efficient aircraft compared to conventional</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Succession planning may be a weakness within the leadership team.</li> </ul>
---	---

<p>fuel-powered aircraft.</p> <ul style="list-style-type: none"> <li>• Potential for cost savings in the long run due to lower fuel costs.</li> <li>• Improved brand image and reputation for being environmentally conscious.</li> <li>• Potential to attract environmentally conscious customers</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of employee engagement in decision-making processes.</li> <li>• Limited scope in terms of CSR and sustainability initiatives.</li> <li>• Dependency on fossil fuels instead of SAF.</li> <li>• Limited control towards monitoring and influencing sustainability practices in Supply chain management.</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Increasing demand for environmentally sustainable air transport options.</li> <li>• Potential for government subsidies and incentives for modern technologies and sustainable aviation fuels (SAFs).</li> <li>• Potential for collaboration with other Airlines and industry players to drive Adoption and investment in CSR and sustainability initiatives.</li> <li>• Potential for first-mover advantage in the African Air Transport industry</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Resistance from conventional fuel-powered aircraft manufacturers and industry players.</li> <li>• Uncertainty and volatility in the electric aircraft industry and battery technology.</li> <li>• Regulatory challenges and compliances.</li> <li>• Limited public awareness and education about bad weather, terrain, and birds that affect flights.</li> <li>• Competitive pressures.</li> <li>• Changing social expectations regarding CSR.</li> <li>• Resource Constraints</li> </ul>

**Table 3: SWOT Analysis of Kenya Airways Corporate Social Responsibility and Competitive Advantage (Bengtsson, 2012)**

**3.8.2 PESTLE Analysis**

It may be helpful to conduct a PESTLE analysis to assess the external factors that may impact the leadership styles, or the CSR initiatives of Kenya Airways. The political, economic, sociological, technological, legal, and environmental aspects of the project or the Airline's sustainability objectives may be examined in this research.

The potential integration of various leadership styles, CSR initiatives, or sustainability practices in Kenya Airways operations can be analyzed using a PESTLE framework. The PESTLE analysis is a

strategic tool used to understand the macro-environmental sustainability factors that can impact an organization's operations (Bartelmus,2013).

### **i). Political Factors**

Political factors play a significant role in shaping the leadership, CSR, and sustainability practices of Airlines (Scoones & Ian,2016). Government policies and regulations related to aviation safety, security, labor laws, taxation, and environmental protection can have a direct impact on how Airlines operate (IATA,2019b). For example, governments may impose stricter regulations on carbon emissions, which can influence the Airline's sustainability initiatives. Additionally, political stability or instability in certain regions can affect the overall business environment for Airlines (Rantala &Salla,2022).

The government has been promoting sustainable development and green initiatives, which can create a favorable environment for CSR and sustainability initiatives (Siegel & Donald S,2009). Additionally, the government can provide incentives such as tax breaks and subsidies to encourage Airlines to adopt various CSR and sustainability practices. The existing aviation regulations may need to be revised or updated to accommodate sustainability practices and CSR initiatives, including certification processes, safety standards, and infrastructure requirements. Also, collaboration with international organizations and regulatory bodies to establish global standards would be necessary (ICAO,2020).

### **ii). Economic Factors**

Economic factors have a profound influence on the leadership strategies and CSR initiatives of Airlines. Fluctuations in fuel prices, exchange rates, inflation rates, and economic growth can impact Airline's profitability and financial stability (Darly &Herman E,1996). Economic downturns can lead to reduced travel demand and financial constraints for Airlines, affecting their ability to invest in sustainability measures or CSR initiatives. On the other hand, economic growth can create opportunities for Airlines to expand their operations and invest in sustainable technologies. Evaluating the financial feasibility of such economic development is essential (Trafikanalys,2020). Generally, economic sustainability benefits should not adversely affect social or ecological sustainability (Bartelmus,2013).

### **iii). Social-cultural Factors**

Social factors encompass the attitudes, beliefs, values, and behaviors of society that can shape leadership approaches and CSR efforts in Airlines (Caldwell &Kevin,2016). Changing consumer

preferences towards sustainable travel options and ethical business practices have prompted many Airlines to adopt more environmentally friendly initiatives. Moreover, societal expectations regarding diversity and inclusion have influenced leadership strategies in promoting equal opportunities within Airline organizations. The social factors that can impact the leadership strategies and styles, of CSR initiatives by Kenya Airways, include public perception and acceptance (Davidson & Mark,2010). Consumers are increasingly concerned about the environmental impact of air travel, and the integration of CSR initiatives can be seen as a positive step toward sustainability (Perelet et al.,2001).

#### **iv. Technological Factors**

Technological advancements have revolutionized the Airline Industry and impacted leadership styles as well as sustainability practices. Innovations such as fuel-efficient aircraft designs, alternative fuels, digitalization of operations, and data analytics have enabled Airlines to improve their environmental performance and operational efficiency. Leaders in the industry must stay abreast of technological advancements and leverage them to drive sustainability and CSR initiatives (Trafikanalys,2020).

#### **V). Legal Factors**

Legal factors encompass the laws and regulations that govern the Airline Industry, including employment laws, safety regulations, consumer protection laws, and environmental regulations. Compliance with these legal requirements is crucial for Airlines to maintain their reputation and avoid legal issues. Leaders need to ensure that their organizations adhere to all relevant laws and regulations while also proactively addressing emerging challenges related to sustainability and CSR. Therefore, advocacy for supportive regulations may be necessary to ensure that they align with international standards (ICAO,2020).

#### **vii). Environmental Factors**

Environmental factors are of utmost importance in the Airline Industry, given its significant carbon footprint (Bosselmann,2022). Airlines face increasing pressure from stakeholders, including customers, investors, and regulators, to reduce their environmental impact. This has led to the adoption of various sustainability practices such as carbon offset programs, investments in renewable energy sources, and the use of more fuel-efficient aircraft. Leadership plays a critical role in driving these initiatives and ensuring that sustainability remains a core focus for Airlines. Sustainable Aviation Fuel (SAF) has the potential to significantly reduce carbon footprint including the reduction of greenhouse gas emissions,

and air pollution, and contribute to environmental sustainability (Brelje & Martin,2019). By assessing the impact on the environment SAF has the potential for a shift towards cleaner energy generation (Bartelmus,2013).

Overall, the PESTLE analysis highlights the leadership dynamics, and CSR initiatives in the African Air Transport Industry and Kenya Airways role in promoting and leading the transition to sustainable aviation (ATAG,2021). The Analysis also highlighted the makeshift challenges and limitations such as high costs and regulatory hurdles for CSR initiatives and sustainability practices, the benefits in terms of sustainability and reduced environmental impact make them an attractive option for Airlines looking to improve operations.

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Political Stability</li> <li>• Corruption</li> <li>• Foreign Trade Policy</li> <li>• Tax Policy</li> <li>• Funding Grants</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Economic Growth</li> <li>• Interest Rates</li> <li>• Inflation</li> <li>• Disposable Income Of Consumers</li> <li>• Labor Costs</li> </ul>	<p><b>Social Cultural</b></p> <ul style="list-style-type: none"> <li>• Population Growth</li> <li>• Age Distribution</li> <li>• Cultural Barriers</li> <li>• Consumer views</li> <li>• Workforce Trends</li> </ul>
<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Emerging Technologies</li> <li>• Maturing Technologies</li> <li>• Copyright And Patents</li> <li>• Production And Distribution</li> <li>• Research And Investments</li> </ul>	<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Regulation</li> <li>• Employment Laws</li> <li>• Consumer Protection Laws</li> <li>• Tax Policies</li> <li>• Anti-trust Laws</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Environmental Policies</li> <li>• Availability Of Inputs</li> <li>• Corporate Social Responsibility</li> </ul>

**Table 4: Pestle Analysis for Kenya Airways**

**3.9 Comparative Analysis**

In this comparison analysis, we will examine the differences between Kenya Airways and Emirates Airline's leadership, Corporate Social Responsibility, And Sustainability Practices.

### **i). Leadership Styles**

Kenya Airways and Emirates Airlines exhibit distinct leadership styles that shape their organizational culture and approach to management. Kenya Airways has experienced various leadership styles throughout its history. However, in recent years, the Airline has focused on a more transformational leadership style. Transformational leaders inspire and motivate their employees by setting high expectations and providing support to help them achieve their goals (Bass & Riggio, 2006). This style encourages innovation, collaboration, and a sense of ownership among employees. Emirates Airlines is known for its autocratic leadership style. Autocratic leaders make decisions without consulting their team members and maintain strict control over the organization (Anthony D'Souza, 1994). This style can be effective in ensuring efficiency and consistency in operations but may limit employee empowerment and creativity.

On leadership practices, Kenya Airways places significant emphasis on employee development programs. They provide training opportunities to enhance skills, knowledge, and competencies among their workforces. This practice fosters a culture of continuous learning and growth within the organization. On effective communication, Kenya Airways strives to maintain open lines of communication between leaders and employees through regular meetings, feedback sessions, and internal communication channels (Denison, 1990). This practice promotes transparency, trust, and alignment within the organization. On diversity and inclusion, Kenya Airways recognizes the importance of diversity and inclusion in driving innovation and better decision-making. The Airline actively promotes diversity in its workforce by implementing policies that ensure equal opportunities for all employees, regardless of their background or characteristics.

Emirates Airlines focuses on operational excellence as a key leadership practice. The Airline places great importance on efficiency, punctuality, and quality in its operations. This practice ensures that the Airline consistently delivers a high level of service to its customers. Emirates Airlines also prioritizes customer satisfaction and aims to provide a superior travel experience. This leadership practice is reflected in their commitment to continuous improvement and innovation in their services, amenities, and overall customer experience (John J, 2002). Additionally, Emirates Airlines actively seeks strategic partnerships with other Airlines and organizations to expand its global reach and enhance its offerings (Chin & Roger, 2015). This practice demonstrates the Airlines' proactive approach to growth and competitiveness in the industry.

## **ii). Corporate Social Responsibility**

Both Kenya Airways and Emirates Airlines have demonstrated a strong commitment to CSR by addressing various social, economic, and environmental issues (IATA,2019b). One key difference is the focus on specific regional challenges. Kenya Airways has placed a significant emphasis on addressing education and healthcare needs within Kenya, reflecting the specific social issues prevalent in the country. On the other hand, Emirates Airlines has a broader global reach in its CSR initiatives, focusing on areas such as environmental sustainability, education, humanitarian aid, and cultural preservation on a global scale (Kotler &Philip,2013).

Another difference lies in the scale of their CSR initiatives (Sheehy& Benedict,2015). As a larger and more established Airline, Emirates Airline has the resources to implement a wider range of initiatives and reach a larger audience. Kenya Airways, being a smaller international carrier, has focused its efforts on specific areas within its operational scope. In terms of visibility and communication, both Airlines have made efforts to raise awareness about their CSR initiatives (Lee& Nancy,2013). They regularly publish reports and updates on their websites, highlighting the progress and impact of their initiatives. However, Emirates Airlines has a more extensive global presence, which allows them to reach a larger audience and generate greater visibility for their CSR activities (Ruth V,2008).

## **iii). Sustainability**

Both Kenya Airways and Emirates Airlines have implemented various environmental initiatives to reduce their carbon footprint and promote sustainable operations. Kenya Airways has taken several steps towards environmental sustainability (Zenghelis& Dimitri 2021). They have invested in modern aircraft with improved fuel efficiency, such as the Boeing 787 Dreamliner, which consumes less fuel compared to older aircraft models. The Airline also actively participates in carbon offset programs to neutralize its emissions (ATAG,2021). Additionally, Kenya Airways has implemented waste management systems to minimize waste generation and promote recycling (Davidson &Gray,2011). Emirates Airlines has also made significant efforts in environmental sustainability. They operate one of the youngest and most fuel-efficient fleets in the industry, including the Airbus A380 and Boeing 777 aircraft. The Airline has invested in advanced technology and operational procedures to optimize fuel consumption and reduce emissions. Emirates Airlines has also implemented a comprehensive waste management program, focusing on recycling and reducing waste sent to landfills (Kuenkel &Petra, 2019).

On renewable energy adoption, Kenya Airways has made progress in this area by exploring the use of biofuels as an alternative to traditional jet fuels. The Airline has conducted successful test flights using a blend of conventional jet fuel and biofuel derived from sustainable sources such as jatropha plants. This initiative aims to reduce greenhouse gas emissions associated with Aviation (IATA,2019). Emirates Airlines has also shown commitment to renewable energy adoption. They have installed solar panels at their facilities, including their headquarters in Dubai, to generate clean energy for internal operations (Richie & Hannah,2019). This initiative helps reduce reliance on fossil fuels and lowers the overall carbon footprint of the Airline (Berg,2020).

On community engagement and Social Responsibility, Kenya Airways actively engages with local communities through various initiatives (Kimatu et al.,2016). They support education programs, healthcare projects, and environmental conservation efforts in the regions where they operate. The Airline also collaborates with non-profit organizations to address social issues and promote sustainable development (Akama &Kieti,2003). Emirates Airlines has also demonstrated a strong commitment to community engagement and social responsibility. They have established the Emirates Airline Foundation, which focuses on improving the quality of life for disadvantaged children worldwide. The foundation supports education, healthcare, and emergency relief initiatives in various countries.

On transparency and reporting, Kenya Airways publishes an annual sustainability report that provides detailed information on its environmental, social, and economic performance (Darren,2019). The report highlights their achievements, challenges, and future goals related to sustainability (Gakure et al.,2015). This transparency allows stakeholders to assess the Airline's progress and hold them accountable for their sustainability commitments. Emirates Airlines also publishes an annual sustainability report that outlines its environmental and social initiatives. The report includes key performance indicators, targets, and progress updates. By sharing this information, Emirates Airlines demonstrates its commitment to transparency and accountability.

Below is an illustrative example of sustainability between a conventional aircraft Dash-8 300 and an electric aircraft ES-19 to enable us to appreciate the benefits of venturing into sustainable developments. Conventional aircraft and electric aircraft are two different types of aircraft that have their unique characteristics. Conventional aircraft are powered by fossil fuels, such as gasoline or jet fuel, while



electric aircraft are powered by electricity stored in batteries. We will examine the differences between conventional aircraft and electric aircraft using examples of Dash-8 300 and ES-19 in terms of their environmental impact, performance, cost, efficiency, maintenance, fuel, and Ownership.

**a). Environmental Impact**

Conventional aircraft such as Dash-8 300 emit a significant amount of greenhouse gases into the atmosphere, contributing to climate change. According to IATA (2019), aviation accounts for approximately 2% of global carbon dioxide emissions. On the other hand, electric aircraft such as the ES-19 produce zero emissions during flight and are quieter, making them a more environmentally friendly option and hence have the potential to decarbonize short-haul flights with zero-emission technology. However, the production and disposal of batteries used in electric aircraft can have negative environmental impacts.

**b). Performance**

Conventional aircraft like Dash-8 Q300 have a maximum speed and range than electric aircraft. Conventional aircraft have a longer range and can carry more passengers and cargo than electric aircraft such as the ES-19. They also have a higher cruising speed and can fly at a higher altitude. However, electric aircraft have advantages in terms of lower operating costs, noise reduction, and maneuverability than conventional aircraft. They also have the potential to be more reliable and require less maintenance due to having fewer moving parts. The Dash-8 300 has a range of 924 nautical miles and can carry up to 50 passengers, it cruises at 260 knots, and in terms of performance, it needs a runway length of 1200 m for takeoff and 1040 m for landing, while the ES-19 has a range of 400 Nautical miles, with a speed of 162 knots, needs a runway length of 750m (Andersson,2019), and can carry up to 19 passengers. The ES-19 is powered by four batteries of 180 kwh each (Smedberg et al.,2021). The battery charging is expected to take approximately 20-40 minutes before departure for the next flight.

**c). Cost**

Conventional aircraft such as Dash-8 300 are generally more expensive to operate due to the high cost of fuel and maintenance. Electric aircraft such as the ES-19 have lower operating costs due to the lower cost of electricity compared to fossil fuels. Electric aircraft have electric motors which require less maintenance than conventional aircraft since they have fewer moving parts and do not require oil changes or other routine maintenance tasks. However, electric aircraft currently have a higher upfront cost due to the high cost of batteries.

**d). Efficiency**

Electric aircraft such as the ES-19 have electric motors which are much more efficient than internal combustion engines for Dash-8 300 conventional aircraft, which means electric aircraft can travel further on the same amount of energy. This can help reduce the cost of operating an aircraft and make it more affordable for Airlines and passengers.

**e). Fuel**

Conventional aircraft such as the Dash-8 300 use fuel such as Jet-A1. In the past ten years, fuel has doubled in price (Vegh et al.,2015) whereas the propensity for air travel is expected to double by 2035 (IATA,2016). There are options to use sustainable aviation fuel (SAF) but none of the investigated aircraft have been modified to use SAF as of today. The Dash-8 300 holds a capacity of 3160 liters in the fuel tanks, whereas the ES-19 will have built-in batteries for up to 3000 recharging cycles before the next replacement. This means conventional aircraft have a higher fuel consumption than electric aircraft. This is because fossil fuels have a lower energy density than batteries, which means that more fuel is needed to produce the same amount of energy as batteries. Additionally, conventional aircraft engines are less efficient at converting fuel into energy than electric motors are at converting battery power into energy.

**f). Ownership**

Conventional aircraft and electric aircraft's cost of ownership depends on the scale of production. If the aircraft is new and has a low rate of production, the initial cost will be high if the aircraft is produced on a large scale. The average life of a conventional aircraft is 30 years, whereas the lifetime of electric aircraft since it is not yet published, was assumed to be 25 years (EASA,2019). The Dash-8 300 has been manufactured since 1989 while the ES-19 is in the early stages of production and has been expected to be running by 2026 (Heart Aerospace,2021).

**g). Maintenance**

Conventional aircraft Dash-300 is scheduled for maintenance check after every 6,000hours intervals (Thorzell,2008). It usually undergoes small routine checks every 200 hours to inspect the condition of the engines. Failure to conduct these scheduled maintenance checks under the aircraft maintenance program, the aircraft becomes unavailable for use during scheduled commercial operations. Electric aircraft are powered by electric motors that have few moving parts (Nagel,2021; Andreasson et al.,2021), while conventional aircraft have hundreds of moving parts that have constant wear and tear

leading to overhaul. According to a study by Apanasevic et al (2021) and Ploetner et al (2013), the cost of maintenance for electric aircraft will decrease as it has fewer moving parts. Conversely, the maintenance intervals for electric aircraft are unknown as it has not yet been reported. A thorough inspection needs to be carried out on electric motors at regular intervals of six months (Ohio Electric Motors,2015).

**Table 5: Differences in fuel, maintenance, range, speed, and Maximum Take-off weight between conventional and electric aircraft.**

Fuel	JET-A1	ELECTRIC BATTERIES
Maintenance Interval	After every 200 hours	Not Published
Range	924Nm	216Nm
Speed	260--287 knots	162 knots
Maximum Takeoff weight	41,100 lbs-43,000 lbs.	18,960 lbs.



**Figure 11 : Above is a conventional Dash-8 300 on the taxiway at Eldoret International Airport, Kenya.**



**Figure 12 :** *Above is the electric aircraft ES-19. It is a 19-seater electric plane designed to enhance the economic viability of Air Transport services to remote areas. Heart Aerospace based at Sæve Airport in Gothenburg; Sweden is planning to have its ES-19 operating by 2025.*

### **3.10 Ethical Considerations**

Throughout the research process, ethical considerations were upheld. Informed consent was obtained from all participants, ensuring their voluntary participation and the confidentiality of their responses. The study participants were informed about the objective of the study, their rights, and the handling of their data. Any potential conflicts of interest were disclosed, and the research adhered to ethical guidelines and regulations (Bryman, 2018).

### **3.11 Limitations**

It is essential to acknowledge some potential limitations of this research design. First, as a case study, the findings were generalizable to only some Aviation industries or other geographical contexts. The study focused on Kenya Airways commercial operations which limited the transferability of the results to other Airlines or regions. Second, the sample size was determined by data saturation, which resulted in a relatively small number of participants. This impacted the breadth of perspectives represented in the study. Finally, the reliance on interviews and secondary data sources introduced the possibility of bias or incomplete information. Efforts were made to mitigate these limitations and provide a balanced and comprehensive analysis (Yin, 2014).

### **3.12 Recommendations**

Based on the research design, several recommendations were made. First, researchers conducting similar studies should consider employing a multi-case design encompassing multiple Airlines and regions to enhance the generalization of findings. Second, future studies should explore additional data collection methods, such as surveys or observation, to provide a more comprehensive understanding of the topic. Finally, efforts should be made to establish partnerships with industry stakeholders to facilitate data collection and ensure the relevance and practicality of the research (Creswell, 2014).

By employing a case study research design, this study aimed to gain insights into the viability of strong leadership, CSR initiatives, and sustainability aircraft in the Air Transport Industry, explicitly focusing on Kenya Airways operations. The research design provided a systematic approach to data collection, analysis, and presentation while considering ethical considerations and acknowledging potential limitations (Creswell & Creswell,2017). The findings obtained through this design contributed to the existing knowledge on effective leadership, CSR initiatives, and sustainability practices in the Aviation Industry.

### **3.13 Results and Findings**

#### **3.13.1 Overview of Kenya Airways Sustainability Practices**

Kenya Airways has implemented various sustainability practices to promote responsible and ethical operations. The Airline has established a sustainability department that oversees the implementation of sustainability practices. Kenya Airways has adopted several initiatives to address environmental, social, and economic concerns (Purvis & Ben,2019). Some of these initiatives include reducing carbon emissions, training, and education, promoting renewable energy, enhancing waste management, supporting local communities, and promoting responsible consumption and production.

#### **3.13.2 Analysis of the Impact of CSR Initiatives on the Airline's Competitive Advantage**

Kenya Airways CSR and sustainability practices have positively impacted its competitive advantage. The Airline has been able to differentiate itself from its competitors by promoting responsible and sustainable operations. These initiatives have enhanced the Airline's reputation and increased its attractiveness to environmentally-conscious consumers (Chacarbaghi & Lynch,1999). Additionally, the Airline has reduced operational costs by adopting more energy-efficient practices, enhancing its cost

competitiveness.

### **3.13.3 Major Forces and Obstacles to Successful CSR Implementation**

The study found many motivators and obstacles to Kenya Airways successful CSR adoption. The key drivers included promoting responsible and ethical operations, customer demand for sustainable services, and regulatory requirements. Conversely, the main obstacles are a need for more funding, knowledge, and comprehension of sustainability concerns and a low level of stakeholder involvement.

### **3.13.4 Comparison with Other Airlines CSR Practices and Competitive Advantage**

Comparison with other Airline's CSR practices and competitive advantage revealed that Kenya Airways lagged behind some of its competitors in sustainability practices. However, the Airline has made significant strides in recent years, and there is potential for further improvement. Some of Kenya Airways competitors, such as Ethiopian Airlines and South African Airways, have implemented more ambitious sustainability practices and gained a competitive advantage.

The study suggested that Kenya Airways leadership dynamics and sustainability practices have positively impacted the Airline's competitive advantage. However, there is room for improvement, and the Airline needs to enhance its sustainability practices to remain competitive in a rapidly changing business environment.

## **CHAPTER 4**

### **SUMMARY, DISCUSSION, CONCLUSION, AND RECOMMENDATIONS**

#### **4.1 Introduction**

This chapter presents a summary of the findings of the study and in addition, gives conclusions and recommendations based on the objectives of the study. It consists of four sections which are summary, discussions, conclusions, and recommendations. The Chapter first summarizes the vital elements of the study, findings on the research objectives, and using the findings and results conclusions and recommendations are made. The results of this study have significant ramifications for Aviation theory and practice. The analysis of Kenya Airways sustainability practices has shown that the Airline has implemented various CSR initiatives that have positively impacted its competitive advantage through the adoption of various leadership styles. The sustainability practices and CSR initiatives have included investment in environmentally friendly technology, community involvement, and support for training and education, health, and environmental projects. This has enabled Kenya Airways to differentiate itself from other Airlines and gain a competitive edge in the market.

#### **4.2 Implications for Theory and Practice of the Results**

The study has critical theoretical ramifications since it advances our understanding of the connection between effective Leadership, CSR, and competitive advantage in the sustainability practices of Kenya Airways. The analysis backs up the idea that strong Leadership and CSR may be a significant factor in driving the competitive advantage of Kenya Airways adoption through its sustainability practices in the African Aviation Sector. The findings also provide insight into the drivers and barriers to effective leadership, CSR implementation, and sustainability practices in Kenya Airways, which can be used to inform future research in this area.

#### **4.3 Summary of Findings**

The main objective of the study was to establish leadership and sustainability practices in Kenya Airways operations, including Corporate Social Responsibility. A questionnaire was used to collect information on the various leadership styles, CSR initiatives, and sustainability practices for Kenya Airways. The questionnaire included closed and open-ended questions, which allowed for adequate collection of qualitative and quantitative data (Blaike & Priest, 2019). Both primary and secondary data

were collected for this research. Primary data was acquired through semi-structured interviews with the identified key informants who included, Kenya Airways representatives, government agency representatives, and other relevant industry experts with knowledge and experience in these areas. The stratum percentages for the study participants included 2% for directors,5% for Managers,10% for Heads of Departments,10% for the Aircraft Maintenance Department,10% for Pilots,59% for General Staff, and 2% for both the Ministry Of Transport and KCAA Staff. Secondary data was collected from industry reports, academic journals, and relevant publications to complement the primary data (Bryman, 2018).

The target population of this study was 205 staff who were critical stakeholders involved in leadership, CSR initiatives, and sustainability practices in the Aviation Industry. The random sampling procedure was used to select 135 from a total of 205 staff. Thematic analysis, Swot Analysis, PESTLE analysis, and comparative analysis were employed to analyze the data collected from interviews and secondary sources. This approach involved identifying and coding recurring themes and patterns within the data. The analysis was conducted systematically to address the research questions and objectives. The findings were presented using descriptive statistics, direct quotes, and illustrative examples to provide a detailed and meaningful representation of the data.

#### **4.3.1 Key Finding Summary**

With a case study on leadership styles, CSR initiatives, and sustainability practices in Kenya Airways operations, this research aimed to investigate and summarize the leadership styles, and CSR initiatives from a sustainability viewpoint. The study identified several key findings contributing to the literature on leadership, CSR initiatives, and sustainability practices in the Aviation Industry.

#### **4.3.2 Summary Research Contributions to Leadership, CSR, Sustainability Practices, and Competitive Advantage in the Aviation Sector**

The study aimed to achieve the following specific objectives:

1. To analyze the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability.
2. To examine the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders.



3. To evaluate the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts.

**First**, the study found that Kenya Airways demonstrates a strong commitment to CSR and sustainability through various leadership styles and strategies. By embracing transformational, servant, and ethical leadership, the Airline inspires employees to contribute towards sustainable development (Anthony D'Souza,1994). Through transformational, servant, and ethical leadership, Kenya Airways fosters a sense of ownership among employees for CSR initiatives (Yin,2017). The Airline's strategies focus on environmental sustainability, social responsibility, and stakeholder engagement, ensuring a holistic approach towards creating a positive impact on society and the environment.

**Secondly**, the study found that Kenya Airways has implemented several CSR initiatives that have positively impacted its employees, customers, communities, and the environment. By prioritizing employee welfare, customer satisfaction, community development, and environmental sustainability, the Airline demonstrates its commitment to responsible business practices (Turker,2022). The Airline has also invested in modern aircraft which could provide significant economic, environmental, social, and social benefits, including reduced carbon emissions, lowered fuel costs, and improved operational efficiency (Bartelmus,2013).

**Thirdly**, the study found that Kenya Airways has made commendable efforts in implementing sustainability practices to mitigate its environmental impacts (Johnson &Brown,2017). The adoption of fuel-efficient technologies, waste management programs, carbon offsetting, and community engagement initiatives demonstrate the Airline's commitment to sustainable development. While it is challenging to quantify the exact effectiveness of these practices, they undoubtedly contribute to reducing the Airline's environmental footprint and promoting a more sustainable Aviation Industry (Sustainable Aviation,2020).

#### **4.4 Discussions**

Based on the study findings, several discussions can be made for the various leadership styles, CSR initiatives, and sustainability practices for Kenya Airways.

#### **4.4.1 What are the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability?**

The study found that; one prominent leadership style used by KQ is transformational leadership. Transformational leaders inspire and motivate their followers by setting a clear vision, fostering innovation, and encouraging personal growth (Bass & Riggio, 2006). They also emphasize ethical behavior and social responsibility, which aligns with KQ's commitment to CSR and sustainability. Transformational leaders at KQ actively engage with employees at all levels of the organization, encouraging them to contribute ideas and take ownership of CSR initiatives. By involving employees in decision-making processes Kenya Airways fosters a sense of ownership and accountability for sustainable practices (Anthony D'Souza, 1994).

Another leadership style employed by Kenya Airways is servant leadership. Servant leaders prioritize the needs of their employees and stakeholders over their interests. They focus on empowering others, building strong relationships, and creating a supportive work environment. This style of leadership encourages collaboration and teamwork, which are essential for implementing effective CSR strategies. Kenya Airways leaders also demonstrate ethical leadership by ethically promoting transparency and accountability and actively listening to employees' concerns, providing support, and facilitating opportunities for growth and development. They also ensure that CSR initiatives are aligned with the needs of local communities and stakeholders, reflecting a genuine commitment to making a positive impact (Carroll & Shabana, 2010).

#### **4.4.2 What are the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders?**

The study found that adopting various CSR initiatives could provide significant economic, environmental, and social benefits for Kenya Airways domestic operations in the African Aviation market (Bartelmus, 2013). The economic benefits are in the reduction in fuel costs and maintenance requirements could result in significant cost savings for the Airline. The environmental benefits are the reduction in carbon emissions, and noise pollution could help improve air quality and reduce the impact of Aviation on local communities (Brelje & Martin, 2019). The social benefits are improved operational efficiency and reduced travel time could help improve access to remote areas and support economic development.

On community development Kenya Airways has invested in various community development projects, particularly in the areas of education and healthcare. The Airline has built schools and provided scholarships to underprivileged children and has also donated medical equipment and supplies to hospitals and healthcare facilities (Greening & Turban, 2000). Furthermore, Kenya Airways has supported disaster relief efforts, such as providing transportation for relief supplies and personnel during seasons of drought. On employee welfare, KQ has also prioritized the well-being of its employees, by providing training and development programs to enhance their skills and career advancement opportunities. The Airline has also implemented employee engagement initiatives, such as a staff recognition program and a wellness program, to promote a positive work environment (Porter & Kramer, 2006).

Kenya Airways CSR initiatives have also had a positive impact on its customers. The Airline's commitment to environmental sustainability and community development has enhanced its reputation and customer loyalty (Carroll & Shabana, 2010). Additionally, Kenya Airways investment in employee welfare has resulted in improved customer service and a more positive travel experience.

Economic growth, the Airline's CSR initiatives have also contributed to the economic growth of Kenya and the wider East African region hence as a source of competitive advantage (Hart, 1995). The Airline's investment in infrastructure and human capital has created jobs and stimulated economic activity, particularly in the tourism and Aviation Sectors. Furthermore, Kenya Airways partnerships with local organizations and communities have promoted cross-cultural understanding and collaboration, which have contributed to the region's social and economic development.

#### **4.4.3 What are the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts?**

One of the Key sustainability practices the researcher found, that was implemented by Kenya Airways is the adoption of fuel-efficient aircraft and technologies. The Airline has invested in modern and fuel-efficient aircraft models such as the Boeing 787 Dreamliner and Embraer E190. These aircraft are designed to consume less fuel per passenger kilometer, resulting in reduced carbon emissions (Wiedmann, 2022). Additionally, Kenya Airways has implemented measures to optimize flight routes and reduce fuel consumption during operations. These efforts have contributed to a significant reduction in greenhouse gas emissions (Rosado & Pablo 2020). Another important sustainability practice is the

implementation of waste management strategies. Kenya Airways has established waste separation and recycling programs at its facilities to minimize waste sent to landfills (IATA,2019b). The Airline also promotes responsible waste disposal among its employees and passengers. Furthermore, Kenya Airways has partnered with recycling companies to ensure proper treatment and recycling of waste materials generated during flights and ground operations (Elkington, 1997).

Water conservation is another area where Kenya Airways focuses its sustainability efforts. The Airline has implemented water-saving measures such as installing low-flow faucets and toilets in its facilities (Senthil,2014). Additionally, water harvesting systems have been installed at some of its locations to collect rainwater for non-potable uses. These initiatives help reduce water consumption and alleviate pressure on local water resources (Vickers & Amy,2002). To address the environmental impact of its operations, Kenya Airways actively participates in carbon offset programs. The Airline invests in projects that aim to reduce greenhouse gas emissions or remove carbon dioxide from the atmosphere. By purchasing carbon credits from these projects, Kenya Airways compensates for a portion of its emissions, effectively reducing its net carbon footprint (ICAO,2021).

In terms of International Standards, Kenya Airways aligns its sustainability practices with industry guidelines and frameworks. The Airline is a member of the International Air Transport Association (IATA) and adheres to its environmental policies and initiatives (IATA,2019b). Kenya Airways also reports its sustainability performance through various platforms such as the Global Reporting Initiative (GRI,2021) and the Carbon Disclosure Project (CDP). These reporting Mechanisms ensure transparency and accountability in the Airline's sustainability efforts (Hart, 1995).

## **4.5 Conclusions**

### **4.5.1 Conclusion from the Research**

This research project has reviewed leadership styles and corporate social responsibility practices and sustainability practices in Kenya Airways and meets the research objectives of the study.

### **4.5.2 What are the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability?**

Regarding leadership styles and strategies, the study found that Kenya Airways has employed transformational leadership in its operations which focuses on inspiring and motivating employees to

achieve their full potential. Transformational leaders at the Airline encourage innovation, creativity, and a sense of purpose among employees, fostering a culture of sustainability and CSR (Bass & Riggio, 2006). This could lead to innovation and technological advancements within the Aviation Industry. This innovation could lead to new business opportunities for Kenya Airways and position itself as a leader in sustainability and innovation within the Aviation industry (Winkler, 2020).

Kenya Airways has adopted ethical leadership in its operations and established a code of conduct that outlines ethical standards expected from its employees, including its leaders. This code emphasizes integrity, honesty, and fairness in all business dealings. By the leaders setting a positive example and promoting ethical behavior, these leaders influence employees to embrace sustainable practices in their daily work.

Also, Kenya Airways has incorporated servant leadership styles in its operations leading by example. The Airline's top management sets an example for employees by actively participating in CSR activities and demonstrating a commitment to sustainability. For instance, the company's executives often participate in community service projects and environmental conservation efforts. This not only inspires employees to follow suit but also sends a strong message to stakeholders about the Airline's dedication to CSR. Another servant leadership strategy employed by Kenya Airways is fostering a culture of empathy and compassion (Anthony D'Souza, 1994). The Airline recognizes the importance of understanding and addressing the needs of its employees, customers, and the wider community. Through various initiatives, such as employee welfare programs and customer-centric services, Kenya Airways aims to create an environment where individuals feel valued and cared for. This approach not only enhances employee satisfaction but also contributes to building strong relationships with customers and communities.

#### **4.5.3 What are the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders?**

The impact of CSR initiatives on various stakeholders is significant. Firstly, the researcher found that the environmental sustainability initiatives undertaken by Kenya Airways benefit not only the company but also the environment and society at large (Banerjee, 2022). By reducing carbon emissions and promoting sustainable practices, the Airline contributes to mitigating climate change and preserving natural resources. This has a positive impact on the global community as it helps in achieving

sustainable development goals (United Nations,2015). Secondly, the community development initiatives of Kenya Airways have a direct impact on local communities. By investing in education, healthcare, and other social causes, the company helps uplift underprivileged communities and improves their quality of life. The scholarships provided by the Airline enable students from disadvantaged backgrounds to access higher education, which opens up opportunities for better employment prospects and economic empowerment (Di,2007).

Thirdly, the employee welfare initiatives implemented by Kenya Airways contribute to creating a motivated and engaged workforce (Turker,2022). By providing training opportunities, promoting diversity and inclusion, and prioritizing health and safety measures, the company ensures that its employees feel valued and supported (Korschun,2014). This leads to increased job satisfaction, productivity, and loyalty among employees. Lastly, the customer satisfaction initiatives of Kenya Airways have a direct impact on its passengers. By investing in modernizing its fleet and providing excellent customer service, the Airline enhances the overall travel experience for its customers. This leads to increased customer loyalty, and positive word-of-mouth recommendations, and ultimately contributes to the company's financial success.

#### **4.5.4 What are the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts?**

The researcher established that Kenya Airways has implemented several fuel efficiency measures to reduce its carbon emissions. The Airline has introduced fuel-efficient aircraft, such as the Boeing 787 Dreamliner, which consumes less fuel compared to older aircraft. Additionally, the Airline has optimized its flight routes and altitudes to reduce fuel consumption. Kenya Airways has also implemented a fuel-saving program that encourages pilots to fly more efficiently, which has resulted in a 2% reduction in fuel consumption. This could have significant impacts on the economic, environmental, and social benefits (Bartelmus, 2013). Fuel-efficient aircraft such as Boeing 787 are known for their low carbon emissions, which could help Kenya Airways achieve its sustainability goals and reduce its carbon footprint (Brelje& Martins,2019).

Kenya Airways has also begun using Sustainable Aviation Fuel (SAF), which is made from renewable resources such as waste biomass or algae.SAF produces significantly less greenhouse gas emissions compared to traditional fossil fuels. The Airline has partnered with SkyNRG (2022), a global

Sustainable Aviation Fuel supplier, to source SAF for its flights. Kenya Airways has established a carbon offset program, which allows passengers to offset their carbon emissions from Air Travel. The Airline has partnered with the Kenya Forest Service to plant trees in Kenya's forests, which helps to absorb carbon dioxide from the atmosphere (Hideo,2004). Passengers can purchase carbon offsets for their flights, and the Airline will invest the funds in reforestation projects (ICAO,2021).

On waste reduction and recycling, the Airline has implemented several initiatives to reduce waste and promote recycling (EPA,2021). The Airline has reduced its use of single-use plastics, such as plastic bags and straws, and has introduced reusable utensils and containers (Metcalf & Eddy 2003). The Airline also recycles its waste, including plastic, paper, and metal, and has implemented a composting program for food waste. This cost-saving advantage could give Kenya Airways a competitive edge over other Airlines that continue to use conventional planes (White Head and Kane,2019).

In supply chain sustainable procurement, the Airline sources materials and services from suppliers who have a strong commitment to sustainability and environmental responsibility. The Airline also encourages its suppliers to adopt sustainable practices, such as reducing waste and emissions (Robert B,2013). Kenya Airways has engaged its employees, by establishing an employee green team, which promotes sustainability throughout the organization. The Airline also provides training and education to its employees on sustainability practices and encourages them to adopt sustainable behaviors in their daily work. The Airline has also engaged with local communities to promote sustainability and environmental responsibility. The Airline has partnered with local organizations to promote environmental conservation and sustainable development. The Airline also supports community-based initiatives, such as tree planting and waste recycling, to promote sustainability in the communities it serves (Herman E,1996).

## **4.6 Recommendations**

### **4.6.1 Recommendations for Improvement**

Based on the study findings, several recommendations can be made for the leadership styles, CSR, and sustainability operations of Kenya Airways and the Aviation industry.

#### **4.6.2 What are the leadership styles and strategies employed by Kenya Airways in promoting CSR and sustainability?**

The study found that Kenya Airways should continuously adopt a transformational, servant & ethical leadership style to effectively promote CSR and sustainability. By motivating their employees and setting a clear vision that fosters innovation, and ethical behavior and encourages personal growth (Hofstede,2022). By embodying these qualities, Kenya Airways leaders can drive positive change within the organization and instill a sense of purpose among employees to contribute to CSR initiatives. This leadership style can help create a culture of sustainability throughout the company (Goleman,2003).

#### **4.6.3 What are the CSR initiatives undertaken by Kenya Airways and their impact on various stakeholders?**

Effective stakeholder engagement is crucial for promoting CSR initiatives. The study found that Airlines should adopt a comprehensive and integrated approach to CSR and competitive advantages that align with their business strategy and goals to be able to differentiate themselves from competitors and attract environmentally conscious customers. Kenya Airways should actively involve its stakeholders, including employees, customers, suppliers, local communities, and government agencies, in decision-making processes related to CSR initiatives (Swain,2014). By seeking input from diverse perspectives, the Airline can better understand the needs and expectations of its stakeholders and develop strategies that align with their interests. Regular communication channels should be established to foster dialogue and transparency (Valentine, Sean &Lynn,2011). Also, Kenya Airways should actively seek partnerships and collaborations with relevant stakeholders, such as non-governmental organizations (NGOs), industry associations, and government bodies (Aguinis et al.,2011).

#### **4.6.4 What are the sustainability practices implemented by Kenya Airways and their effectiveness in mitigating environmental impacts?**

The researcher discovered that Kenya Airways should integrate sustainability into its overall business strategy rather than treating it as a separate initiative (Nunn &Patrick ,2017). This involves embedding sustainable practices across all aspects of the organization's operations, including fleet management, supply chain, waste management, and employee training. By aligning sustainability goals with key performance indicators (KPIs) and incorporating them into strategic planning processes, Kenya Airways



can ensure that sustainability becomes an integral part of its decision-making framework. The Airline should also establish a robust monitoring and evaluation system to track the progress of its sustainability. Regular assessments should be conducted to identify areas for improvement and ensure that the Airline remains on track toward its sustainability goals (Redclift &Michael,2005). Transparent reporting mechanisms should also be implemented to communicate the company's performance to stakeholders, including annual sustainability reports that adhere to internationally recognized reporting frameworks such as the Global Reporting Initiative Standards (GRI,2022).

#### **4.6.5 Recommendations for Future CSR Initiatives in the Aviation Industry**

Based on the study findings, the researcher recommends further studies should be made for future argumentation of CSR initiatives in the operations of Kenya Airways and the Aviation Industry

## REFERENCES:

1. European Environment Agency. (2019). Reducing aviation's environmental impact with electric aircraft.  
<https://www.eea.europa.eu/highlights/reducing-aviations-environmental-impact-with>
2. International Civil Aviation Organization. (2016). Carbon emissions from commercial aviation.  
<https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>
3. International Civil Aviation Organization. (2019). Environment Report 2019: Aviation and Climate Change.  
<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>
4. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions.  
[https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)
5. Jägerbrand, A. K., Sørensen, K., & Thomsen, J. (2020). A review of electric aircraft technology. *Renewable and Sustainable Energy Reviews*, 132, 110068.  
<https://doi.org/10.1016/j.rser.2020.110068>
6. Liu, Y., Li, W., Liu, Y., Li, Z., & Li, J. (2020). A review of the development of electric aircraft. *Renewable and Sustainable Energy Reviews*, 130, 109973.  
<https://doi.org/10.1016/j.rser.2020.109973>
7. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and practice. *International Journal of Management Reviews*, 12(1), 85-105.  
<https://doi.org/10.1111/j.1468-2370.2009.00275.x>
8. Elkington, J. (1999). *Cannibals with forks: The triple bottom line of 21st-century business*. New Society Publishers.
9. International Civil Aviation Organization. (2019). Environment Report 2019: Aviation and Climate Change.  
<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>
10. Khan, S. U., Alam, M. M., & Alam, M. N. (2019). The role of corporate social responsibility in organizational sustainability: A literature review. *Journal of Cleaner Production*, 213, 724-736.
11. International Civil Aviation Organization. (2016). Carbon emissions from commercial aviation.  
<https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>
12. International Civil Aviation Organization. (2019). Environment Report 2019: Aviation and

Climate Change.

<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>

13. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions.

[https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)

14. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and pr

<https://doi.org/10.1016/j.jclepro.2018.12.129>

15. Kenya Airways. (2021). Sustainability.

<https://www.kenya-airways.com/our-company/sustainability>

16. Mason, K., & O'Neil, J. Al-Hawamdeh, A., & Al-Dmour, H. (2016). The impact of corporate social responsibility on customer loyalty: The case of Emirates Airlines. *International Journal of Business and Management*, 11(3), 105-117.

17. Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.

18. International Civil Aviation Organization. (2016). Carbon emissions from commercial aviation.

<https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>

19. International Civil Aviation Organization. (2019). Environment Report 2019: Aviation and Climate Change.

<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>

20. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions.

[https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)

21. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and pr

<https://doi.org/10.1016/j.jclepro.2018.12.129>

22. Kenya Airways. (2021). Sustainability.

<https://www.kenya-airways.com/our-company/sustainability>

23. Mason, K., & O'Neil, J. Al-Hawamdeh, A., & Al-Dmour, H. (2016). The impact of corporate social responsibility on customer loyalty: The case of Emirates Airlines. *International Journal of Business and Management*, 11(3), 105-117.

- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of European Environment Agency. (2019). Reducing aviation's environmental impact with electric aircraft.  
<https://www.eea.europa.eu/highlights/reducing-aviations-environmental-impact-with>
24. International Civil Aviation Organization. (2016). Carbon emissions from commercial aviation.  
<https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>
25. International Civil Aviation Organization. (2019). Environment Report 2019: Aviation and Climate Change.  
<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>
26. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions.  
[https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)
27. Jägerbrand, A. K., Sørensen, K., & Thomsen, J. (2020). A review of electric aircraft technology. *Renewable and Sustainable Energy Reviews*, 132, 110068.  
<https://doi.org/10.1016/j.rser.2020.110068>
28. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and practice.  
<https://doi.org/10.1016/j.jclepro.2018.12.129>
29. Kenya Airways. (2021). Sustainability.  
<https://www.kenya-airways.com/our-company/sustainability>
30. Mason, K., & O'Neil, J. Al-Hawamdeh, A., & Al-Dmour, H. (2016). The impact of corporate social responsibility on customer loyalty: The case of Emirates Airlines. *International Journal of Business and Management*, 11(3), 105-117.
31. Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
32. Chen, Y. S., & Chang, C. H. (2013). Enhancing the green reputation of firms: The mediating role of green customer satisfaction and green perceived quality. *Management Decision*, 51(5), 1077–1094.
33. Gössling, S., Scott, D., & Hall, C. M. (2012). *Tourism and water: Interactions, impacts, and challenges*. Channel View Publications.
34. Porter, M. E., & Kramer, M. R. (2011). Creating shared value: How to reinvent capitalism and unleash a wave of innovation and growth. *Harvard Business Review*, 89(1/2), 62-77.

35. Sustainable Aviation Fuel  
<https://www.boeing.com/commercial/sustainable/sustainable-aviation-fuels.page>
36. Doganis, R. (2002). *The airline business in the 21st century*. Routledge.
37. International Civil Aviation Organization (ICAO). (2020). *Aviation and climate change*. Retrieved from  
<https://www.icao.int/environmental-protection/Pages/aviation-and-climate-change.aspx>
38. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77–101.
39. Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59-82. Yin, R. K. (2014). *Case study research: Design and methods*. Sage publications.
40. Blaikie, N. & Priest, J. (2019). *Designing Social Research: The Logic of Anticipation*. Cambridge, UK: Polity Press.
41. Gunther, E. (2008). *Okologieorientiertes Management: Um- (weltorientiert) Denken in der BWL*. Stuttgart, München: UTB GmbH, UVK Lucius.
42. Bowman, (1975), pp. 58 *Creative Thinking On Issues of Sustainability*
43. Abbott, (1979), pp.501-515 *Factors and Measures to reduce the impact on deforestation*.
44. Alvesson, (2000), pp. 1125-1149 *Education Programs, Conservation, and Community Projects and Flying Start*.
45. Auger, (2003), pp. 304 *Marketplace with attention paid to customers with additional needs and mobility issues*.
46. Bruford, B. (2021). Leadership: The View from Behind the Kit. In M. Brennan, J. Pignato, & D. Stadnicki (Eds.), *The Cambridge Companion to the Drum Kit* (Cambridge Companions to Music, pp. 181–194). Cambridge: Cambridge University
47. International Civil Aviation Organization. (2016). *Carbon emissions from commercial aviation*.  
<https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>
48. International Civil Aviation Organization. (2019). *Environment Report 2019: Aviation and Climate Change*.  
<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>

49. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions. [https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)
50. Jägerbrand, A. K., Sørensen, K., & Thomsen, J. (2020). A review of electric aircraft technology. *Renewable and Sustainable Energy Reviews*, 132, 110068. <https://doi.org/10.1016/j.rser.2020.110068>
51. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and practice. *International Journal of Management Reviews*, 12(1), 85-105. <https://doi.org/10.1111/j.1468-2370.2009.00275.x>
52. Elkington, J. (1999). *Cannibals with forks: The triple bottom line of 21st-century business*. New Society Publishers.
53. International Civil Aviation Organization. (2019). *Environment Report 2019: Aviation and Climate Change*. <https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>
54. Khan, S. U., Alam, M. M., & Alam, M. N. (2019). The role of corporate social responsibility in organizational sustainability: A literature review. *Journal of Cleaner Production*, 213, 724-736.
55. International Civil Aviation Organization. (2016). *Carbon emissions from commercial aviation*. <https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>
56. International Civil Aviation Organization. (2019). *Environment Report 2019: Aviation and Climate Change*. <https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>
57. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions. [https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)
58. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and [PR](https://doi.org/10.1016/j.jclepro.2018.12.129) <https://doi.org/10.1016/j.jclepro.2018.12.129>
59. Kenya Airways. (2021). *Sustainability*. <https://www.kenya-airways.com/our-company/sustainability>

60. Mason, K., O'Neil, J., Al-Hawamdeh, A., & Al-Dmour, H. (2016). The impact of corporate social responsibility on customer loyalty: The case of Emirates Airlines. *International Journal of Business and Management*, 11(3), 105–117.
61. Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
62. International Civil Aviation Organization. (2016). Carbon emissions from commercial aviation.  
<https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>
63. International Civil Aviation Organization. (2019). Environment Report 2019: Aviation and Climate Change.  
<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>
64. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions.  
[https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)
65. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and PR  
<https://doi.org/10.1016/j.jclepro.2018.12.129>
66. Kenya Airways. (2021). Sustainability.  
<https://www.kenya-airways.com/our-company/sustainability>
67. **Gbadegesin, A. S. (2014)**. Corporate social responsibility and organizational effectiveness: A study of Kenya Airways. *International Journal of Business and Social Science*, 5(2), 262-271
68. **Kothari, C. R. (2004)**. *Research methodology: Methods and techniques* (2nd ed.). New Age International.
69. **Miles, M. B., & Huberman, A. M. (1994)**. *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Sage Publications.
70. **Yin, R. K. (2014)**. *Case study research: Design and methods* (5th ed.). Sage Publications.
71. **Bass, B. M., & Riggio, R. E. (2006)**. *Transformational leadership* (2nd ed.). Psychology Press.
72. **Greening, D. W., & Turban, D. B. (2000)**. Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & Society*, 39(3), 254–280.
73. **Porter, M. E., & Kramer, M. R. (2006)**. The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92.

74. **Hart, S. L. (1995).** A natural-resource-based view of the firm. *Academy of Management Review*, 20(4), 986–1014.
75. **Bass, B. M., & Riggio, R. E. (2006).** Transformational leadership (2nd ed.). Psychology Press.
76. **Greening, D. W., & Turban, D. B. (2000).** Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & Society*, 39(3), 254–280.
77. **Hart, S. L. (1995).** A natural-resource-based view of the firm. *Academy of Management Review*, 20(4), 986–1014.
78. **Porter, M. E., & Kramer, M. R. (2006).** Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92.
79. **Sekaran, U., & Bougie, R. (2016).** Research methods for business: A skill-building approach (7th ed.). Wiley.
80. **Creswell, J. W. (2013).** Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). Sage Publications
81. **Johnson, R. B., & Onwuegbuzie, A. J. (2004).** Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), 14-26.
82. **Simons, T. (2009).** Leveraging employee-based brand equity: A three-dimensional framework. *Journal of the Academy of Marketing Science*, 37(2), 202–218.
83. **Babbie, E. R. (2016).** The practice of social research (14th ed.). Cengage Learning.
84. **Neuman, W. L. (2013).** Social research methods: Qualitative and quantitative approaches (7th ed.). Pearson.
85. **Denyer, D., & Tranfield, D. (2009).** Producing a systematic review. In D. Buchanan & A. Bryman (Eds.), *The SAGE Handbook of Organizational Research Methods* (pp. 671-689). Sage Publications.
86. **Hussein, H. A., & Abu-Shaabn, K. (2017).** Sustainability reporting and corporate reputation: Evidence from the GCC Islamic banking sector. *Sustainability*, 9(12), 2312.
87. Mason, K., O'Neil, J., Al-Hawamdeh, A., & Al-Dmour, H. (2016). The impact of corporate social responsibility on customer loyalty: The case of Emirates Airlines. *International Journal of Business and Management*, 11(3), 105–117.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of European Environment Agency. (2019). Reducing aviation's environmental impact with electric aircraft. <https://www.eea.europa.eu/highlights/reducing-aviations-environmental-impact-with>
88. International Civil Aviation Organization. (2016). Carbon emissions from commercial aviation.



<https://www.icao.int/environmental-protection/Pages/CarbonEmissions.aspx>

89. International Civil Aviation Organization. (2019). Environment Report 2019: Aviation and Climate Change.

<https://www.icao.int/environmental-protection/Documents/EnvReport2019.pdf>

90. International Civil Aviation Organization. (2021). Aviation and COVID-19: Recovery opportunities and challenges for States and African regions.

[https://www.icao.int/WACAF/Documents/2021/WACAF\\_AVR\\_Report\\_Feb\\_2021.pdf](https://www.icao.int/WACAF/Documents/2021/WACAF_AVR_Report_Feb_2021.pdf)

91. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research,

PR <https://doi.org/10.1016/j.jclepro.2018.12.129>

92. Kenya Airways. (2021). Sustainability.

<https://www.kenya-airways.com/our-company/sustainability>

93. Mason, K., O'Neil, J., Al-Hawamdeh, A., & Al-Dmour, H. (2016). The impact of corporate social responsibility on customer loyalty: The case of Emirates Airlines. *International Journal of Business and Management*, 11(3), 105–117.

94. Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.

95. Chen, Y. S., & Chang, C. H. (2013). Enhancing the green reputation of firms: The mediating role of green customer satisfaction and green perceived quality. *Management Decision*, 51(5), 1077–1094.

96. Gössling, S., Scott, D., & Hall, C. M. (2012). *Tourism and water: Interactions, impacts, challenges*. Channel View Publications.

97. Porter, M. E., & Kramer, M. R. (2011). Creating shared value: How to reinvent capitalism and unleash a wave of innovation and growth. *Harvard Business Review*, 89(1/2), 62-77.

98. Doganis, R. (2002). *The airline business in the 21st century*. Routledge.

99. International Civil Aviation Organization (ICAO). (2020). *Aviation and climate change*.

Retrieved from <https://www.icao.int/environmental-protection/Pages/aviation-and-climate-change.aspx>

100. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77–101.

101. Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59-82. Yin, R. K. (2014).

Case study research: Design and methods. Sage publications.

102. Blaikie, N. & Priest, J. (2019). *Designing Social Research: The Logic of Anticipation*. Cambridge, UK: Polity Press.

103. Gunther, E. (2008). *Okologieorientiertes Management: Um- (weltorientiert) Denken in der BWL*. Stuttgart, München: UTB GmbH, UVK Lucius.

104. Bowman, (1975), pp. 58 *Creative Thinking On Issues of Sustainability*

105. Abbott, (1979), pp.501-515 *Factors and Measures to reduce the impact on deforestation*.

106. Alvesson, (2000), pp. 1125-1149 *Education Programs, Conservation, Community Projects and Flying Start*.

107. Auger, (2003), pp. *Marketplace with attention paid to customers with additional needs and mobility issues*.

108. Praszkie, R. (2017). *Leadership*. In *Empowering Leadership of Tomorrow* (pp. 9-40). Cambridge: Cambridge University Press.

109. Thomas, H., Smith, R., & Diez, F. (2013). *Leadership*. In *Human Capital and Global Business Strategy* (pp. 54-92). Cambridge: Cambridge University Press.

110. Yohan, K., Yun, S. J., Lee, J. (2014). Can companies induce sustainable consumption? The impact of knowledge and social embeddedness on airline sustainability programs in the U.S. *Sustainability* .6 (6), 3338–3356. <https://doi.org/10.3390/su6063338>.

111. Ray, S. J. (2003). Strategic communication in crisis management: lessons from the airline industry. *Journal of Contingencies and Crisis Management*.11 (3), 144–145. [https://doi.org/10.1111/1468-5973.1103010\\_1](https://doi.org/10.1111/1468-5973.1103010_1).

112. Barrett, S. D. (2004). The sustainability of the Ryanair model, *International Journal of Transport Management*. 2 (2). 89–98. <https://doi.org/10.1016/j.ijtm.2004.12.001>.

113. Zieba, M. & Johansson, E. (2022). Sustainability reporting in the airline industry: Current literature and future research avenues. *Transportation Research Part D-transport and Environment*. 102, 103133. <https://doi.org/10.1016/j.trd.2021.103133>.

114. Amankwah-Amoah, J. (2020). Stepping up and stepping out of COVID-19: New challenges for environmental sustainability policies in the global airline industry. *Journal of Cleaner Production*. 271, 123000. <https://doi.org/10.1016%2Fj.jclepro.2020.123000>.

115. Starkie, D. & Starrs, M. M. (1984). Contestability and sustainability in regional airline markets\*. *Record*. 60 (3), 274-283. <https://doi.org/10.1111/j.1475-4932.1984.tb00862.x>.

116. Rugendo, S. N. (2022). The impact of globalization on the competitive advantage of the airline

- industry: Analysis of Kenya Airways, [online] <http://erepository.uonbi.ac.ke/handle/11295/162609>.
117. Kariuki, A. K. (2015). Impact of information technology on organizational performance: the case of population services Kenya, [online] [http://erepository.uonbi.ac.ke/bitstream/handle/11295/93417/kariuki,%20Alex%20K\\_Impact%20of%20information%20technology%20on%20organizational%20performance%20case%20of%20population%20services%20Kenya.pdf?sequence=3](http://erepository.uonbi.ac.ke/bitstream/handle/11295/93417/kariuki,%20Alex%20K_Impact%20of%20information%20technology%20on%20organizational%20performance%20case%20of%20population%20services%20Kenya.pdf?sequence=3).
118. Copeland, D. G. & McKenney, J. M. (1988). Airline Reservations Systems: Lessons from History. *Management Information Systems Quarterly*. (12) 3, 353-370  
<https://www.jstor.org/stable/249202>.
119. Ochieng, P. A. (2015). External environmental factors influencing financial performance of Kenya Airways [online]. [http://erepository.uonbi.ac.ke/bitstream/handle/11295/94308/Ochieng%2C+Prisca+A\\_External+environmental+factors+influencing+financial+performance+of+Kenya+airways.pdf?sequence=1](http://erepository.uonbi.ac.ke/bitstream/handle/11295/94308/Ochieng%2C+Prisca+A_External+environmental+factors+influencing+financial+performance+of+Kenya+airways.pdf?sequence=1).
120. Fogli, D., Provenza, L. P. & Bernareggi, C. (2014). A universal design resource for rich Internet applications based on design patterns. *Universal Access in the Information Society*. 13 (2), 205–226.  
<http://dx.doi.org/10.1007/s10209-013-0291-6>.
121. Cooper, R. (2016). Communication and cooperation among competitors: The case of the airline industry. *Antitrust Law Journal*. 61 (2), 549–557. <https://www.jstor.org/stable/40841536>
122. Wanguku, I. W. (2013). The effect of electronic commerce on the financial performance of airlines in Kenya. A case study of Kenya Airways [online]. <http://erepository.uonbi.ac.ke/bitstream/handle/11295/58712/The%20Effect%20of%20Electronic%20Commerce%20on%20The%20Financial%20Performance%20Of%20Airlines%20In%20Kenya.%20A%20Case%20Study%20of%20Kenya%20Airways.pdf?sequence=3>
123. Verlinda, J. A. & Lane, L. J. (2004). The effect of the Internet on pricing in the airline industry. *Social Science Research Network*.  
<http://dx.doi.org/10.2139/ssrn.965788>.
124. Owino, A., Biwott, N. & Amutete, G. (2004). Bird strike incidents involving Kenya Airways flights at three Kenyan airports, 1991-2001. *African Journal of Ecology*. 42 (2) 122–128  
<http://dx.doi.org/10.2139/ssrn.965788>
125. Mokaya, S. O., Wakhungu, B. Gikunda, R. M. (2012). The McKinsey Matrix's application in determining route attractiveness and resource allocation in Kenya Airways. *International Journal of Humanities and Social Science, Center for Promoting Ideas*. 2 (3) 259–268.

[http://www.ijhssnet.com/journals/Vol\\_2\\_No\\_3\\_February\\_2012/35.pdf](http://www.ijhssnet.com/journals/Vol_2_No_3_February_2012/35.pdf).

126. Cheruiyot, T. K. & Tarus, D. K., 2017. Corporate social responsibility in Kenya: Blessing, curse or necessary evil? In S. Idowu, S. Vertigans, A. S. Burlea, eds. *Corporate social responsibility in times of crisis*. Springer, pp.169-189.
127. Edelman, n.d. *Kenya Airways: Rebuilding stakeholders trust in Kenya Airways* [online] Available at: <<https://www.africa.edelman.com/work/rebuilding-stakeholders-trust-kenya-airways>> [Accessed 12 August 2023].
128. Kenya Airways, n.d. *Sustainability* [online] Available at: <<https://corporate.kenya-airways.com/en-SC/commitments-partnerships/corporate-responsibility/sustainability/>> [Accessed 12 August 2023].
129. Makena, M. P. & Rukia, A., 2022. Strategy implementation practices and performance of aviation industry in Kenya. *International Journal of Social Sciences Management and Entrepreneurship*, 39(3), pp.155-169.
130. Miyamoto, D., (2022). *Effects of strategic choices on the performance of the airline industry in Kenya*. Strathmore University. Available at: <<https://surplus.strathmore.edu/server/api/core/bitstreams/d5c1ffb9-799b-40f4-bf2c-08a2ed90ba5a/content>> [Accessed 12 August 2023]

**APPENDIX 1:**  
**INTERVIEW GUIDE FOR THE PRIMARY DATA COLLECTION**

Dear Sir/Madam,

I am writing as a student pursuing P.H.D. in Executive Leadership. As part of my research project, I am studying Leadership, Corporate Social Responsibility, and Sustainability in the Airlines case study of Kenya Airways.

I would like to request your participation in a questionnaire that is essential to my research project. Your suggestions and comments will be beneficial to me in understanding the present business trends and the viability of Leadership, Corporate Social Responsibility, and sustainability for Air Transportation in Africa.

Participation in this survey is voluntary, and we will keep your answers private. The questionnaire can be finished whenever is most convenient for you and will take about ten minutes.

Your assistance is essential to the accomplishment of this research. Thank you for your time and consideration.

Sincerely,

Tracey Kimathi

**APPENDIX 2:**  
**LETTER INVITING YOU TO TAKE PART IN A STUDY**

Dear Sir/Madam,

Regarding the invitation to participate in a study on corporate social responsibility (CSR), and competitive advantage in the Aviation Sector.

I hope you are doing well as I write this. I cordially welcome you to participate in a scholarly investigation into the relationship between corporate social responsibility (CSR) and competitive advantage in the Aviation Sector. Your involvement in this study will help advance understanding in this area, and we appreciate it.

With a focus on Kenya Airways specifically, the study intends to examine the effect of CSR initiatives on the Airline's competitive advantage. Your expertise in the Aviation Sector would be greatly valued in assisting in developing the research findings.

You must complete a questionnaire to participate in the study, and it should only take ten minutes. Your name will remain hidden, and all information collected will be kept private.

If you are able and willing to take part in the study, please let me know. Please do not hesitate to contact me with any questions or concerns. I appreciate your thoughtfulness and hope to hear from you soon.

Sincerely,

Tracey Kimathi

**APPENDIX 3:  
RESEARCH QUESTIONNAIRE.**

**Corporate Social Responsibility (CSR) and Competitive Advantage in the Aviation Sector**

**Introduction:**

Thank you for participating in this research study. Your valuable input is crucial to our investigation into the relationship between Leadership, Corporate Social Responsibility (CSR), sustainability, and competitive advantage in the Aviation Sector, with a specific focus on Kenya Airways. This questionnaire is designed to gather your insights and opinions regarding CSR practices in the airline industry.

**Instructions:**

Please read each question carefully and provide your responses to the best of your knowledge and experience. Your responses will remain confidential, and your identity will not be disclosed in any publication or report.

**Section 1: Respondent Information**

**1. Name (Optional):**

**2. Position/Title:**

**3. Company/Organization (Optional):**

**4. Years of Experience in the Aviation Sector:**

**5. Email Address (Optional, for follow-up purposes only):**

**Section 2:**

***Sustainability and Corporate Social Responsibility (CSR) in the Aviation Sector***

1. Do sustainability and CSR initiatives have become increasingly important in the Aviation Sector?

- a. Yes
- b. No
- c. Not Sure

2. In your opinion, what are the primary drivers behind the adoption of sustainability and CSR practices in the aviation industry?

(Select all that apply.)

- A. Regulatory Requirements
- B. Environmental Concerns
- C. Enhancing Reputation
- D. Customer Expectations
- E. Employee Engagement
- F. Other (Please specify):

3. How familiar are you with Kenya Airways' CSR initiatives?

- A. Very Familiar
- B. Somewhat Familiar
- C. Not Familiar



**Section 3:**

***CSR and Competitive Advantage***

i. Can effective CSR initiatives contribute to a competitive advantage for airlines in the Aviation Sector?

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

i. Please provide examples or insights into how CSR practices positively impact an airline's competitive advantage.

ii. Have you observed any instances where CSR initiatives have influenced customers' decisions to choose one airline over another?

- a. Yes
- b. No
- c. Not Sure

iii. In your experience, do CSR initiatives affect employee motivation and commitment within airlines?

- A. Significantly
- B. Somewhat
- C. Not Much
- D. Not at All

**Section 4:**

***Kenya Airways Leadership and CSR***

i. How well do you think Kenya Airways has integrated Leadership and CSR practices into its operations?

- A. Very Well
- B. Adequately
- C. Not Well
- D. Not at All

ii. Please provide specific examples of Kenya Airways' Leadership styles and CSR initiatives that you believe have been particularly effective or noteworthy.

iii. Do Kenya Airways Leadership styles and CSR initiatives have positively influenced its brand reputation?

- A. Yes
- B. No
- C. Not Sure

**Section 5:**

***Additional Comments***

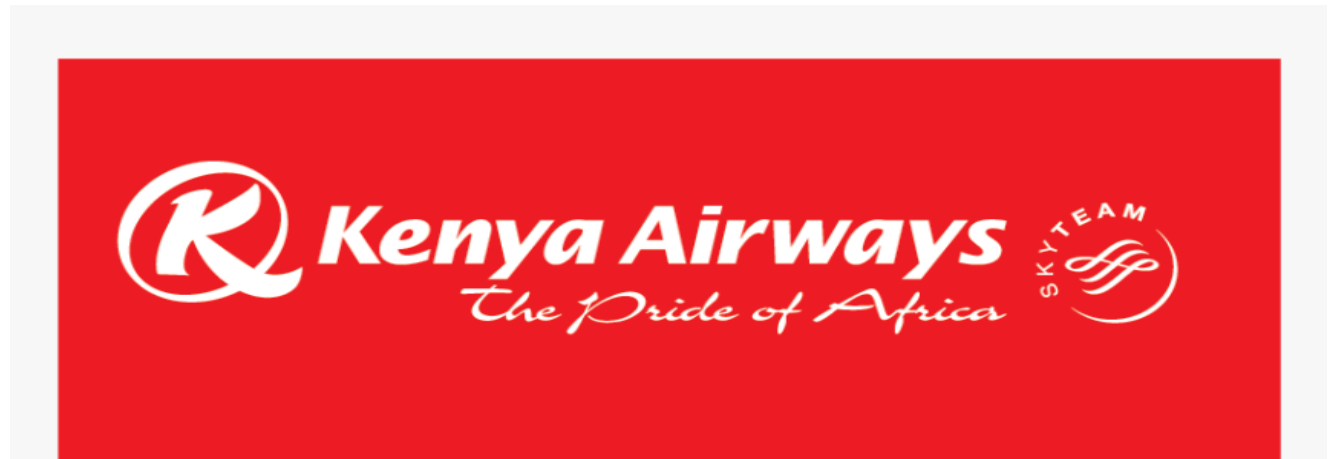
1. Is there anything else you would like to add regarding the relationship between Leadership, CSR, and competitive advantage in the Aviation Sector or Kenya Airways sustainability practices?

**Conclusion:**

Thank you for taking the time to complete this questionnaire. Your input is greatly appreciated and will contribute significantly to our research. If you have any additional comments or insights, please feel free to share them in the space provided in Section 5.

Please return the completed questionnaire to [tracywangechi@yahoo.com](mailto:tracywangechi@yahoo.com).

**APPENDIX 4:**  
**KENYA AIRWAYS SUSTAINABILITY REPORT**



**Introduction**

Kenya Airways (KQ) is committed to sustainability and is working towards becoming an environmentally responsible Airline. In line with this commitment, the Airline has released several sustainability reports detailing its sustainability performance and initiatives over the years. The sustainability report provides an overview of the Airline's sustainability practices, targets, and achievements. This report covers the period between 2018 and 2020. Environmental Sustainability, Kenya Airways has taken several actions to lessen its environmental effects. The Airline has a fleet of fuel-efficient aircraft and has begun updating its older types. Kenya Airways (KQ) has also implemented a fuel management program to reduce fuel consumption and greenhouse gas emissions. Additionally, the Airline has implemented a waste management program that focuses on reducing, reusing, and recycling waste.

**Social Sustainability**

Kenya Airways is committed to promoting social sustainability in the communities it serves. The Airline has implemented several initiatives to support education, healthcare, and environmental conservation. For example, Kenya Airways (KQ) has partnered with several organizations to support education in Africa, including the Flying Start program, which supports children's education in underprivileged communities. The Airline has also been involved in several environmental conservation initiatives, including tree planting and wildlife conservation.

## **Economic Sustainability**

Kenya Airways is committed to promoting economic sustainability in the countries it operates. The Airline has implemented various initiatives aimed at promoting economic growth and development. For example, Kenya Airways (KQ) has implemented a procurement policy prioritizing local suppliers and working with local businesses to promote economic growth.

In conclusion, Kenya Airways is dedicated to sustainability and has implemented many programs to lessen its environmental impact, encourage social sustainability, and aid economic growth and development. The Airline's sustainability report provides an overview of its sustainability performance and achievements.

**APPENDIX 5:  
THE RESEARCH TIMELINE**

<b>S/No.</b>	<b>Period</b>	<b>Activity</b>
<b>1.</b>	Data collection	<b>Week 1</b>
<b>2.</b>	Data analysis and interpretation	<b>Week 2-3</b>
<b>3.</b>	Writing of research report	<b>Week 4-5</b>
<b>4.</b>	Revision and finalization of research work	<b>Week 6-7</b>
<b>5.</b>	Total duration	<b>7 Weeks</b>

**APPENDIX 6:  
THE RESEARCH BUDGET**

Item	Cost (KES)
<b>1. Developing a proposal</b>	600
Binding Copies @kshs. 100	
Printing documents 70 pages @kshs.30	2,100
Reproduction 6 copies @ kshs.2100	12,600
Subsistence	7,000
Transportation expenses	8,000
<b>2. Data Collection</b>	12,000
Accessing reading materials	
Analysis of data	15,000
Binding 6 copies @kshs. 100/-	600
Collecting data	7,800
Printing 70 pages @kshs.30	2,100
Reproduction 6 copies @ kshs. 2100	13,000
<b>3. Others</b>	8,000
Miscellaneous expenses	
<b>Grand Total</b>	<b>91,000</b>